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Tuesday, 12 February 2019

Chairman: Councillor D Lloyd
Vice-Chairman: Councillor K Girling

Members of the Committee:

Councillor R Jackson
Councillor B Laughton
Councillor P Peacock
Councillor D Staples
Councillor T Wendels

Substitute Members:

Councillor R Blaney
Councillor Mrs C Brooks
Councillor Mrs L Tift
Councillor N Mison

MEETING: Policy & Finance Committee

DATE: Thursday, 21 February 2019 at 6.00 pm

**VENUE: Civic Suite, Castle House, Great North Road,
Newark, Notts NG24 1BY**

**You are hereby requested to attend the above Meeting to be held at the time/place
and on the date mentioned above for the purpose of transacting the
business on the Agenda as overleaf.**

If you have any queries please contact Nigel Hill on
nigel.hill@newark-sherwooddc.gov.uk.

AGENDA

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Policy Items for Information	
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14. Exclusion of the Press and Public	None

To consider resolving that, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2, 3 and 7 of part 1 of Schedule 12A of the Act.

Agenda Item 4

NEWARK AND SHERWOOD DISTRICT COUNCIL

Minutes of the Meeting of **Policy & Finance Committee** held in the Civic Suite, Castle House, Great North Road, Newark, Notts NG24 1BY on Thursday, 24 January 2019 at 6.00 pm.

PRESENT: Councillor D Lloyd (Chairman)
Councillor K Girling (Vice-Chairman)

Councillor B Laughton, Councillor P Peacock, Councillor D Staples,
Councillor T Wendels and Councillor R Blaney (substitute for Councillor
R Jackson)

IN ATTENDANCE: Councillor Mrs P Rainbow

APOLOGIES FOR ABSENCE: Councillor R Jackson

64 DECLARATIONS OF INTEREST BY MEMBERS AND OFFICERS AND AS TO THE PARTY WHIP

Councillor T Wendels declared an interest in the exempt Agenda Item No. 15 – Southwell Leisure Centre Trust – given he was a Trustee.

Councillor Mrs P Rainbow declared an interest in the exempt Agenda Item No. 14 – Land at Quibell’s Lane, Newark.

65 DECLARATIONS OF INTENTION TO RECORD THE MEETING

The Chairman advised that the proceedings were being audio recorded by the Council.

66 MINUTES OF THE PREVIOUS MEETING

The minutes from the meeting held on 29 November 2018 were agreed as a correct record and signed by the Chairman.

67 FORWARD PLAN OF POLICY & FINANCE ITEMS

The Committee noted the Forward Plan items to be considered by the Committee over the next 12 months.

68 GARDEN WASTE BUSINESS CASE

The Business Managers for Commercialisation & Major Projects and Transport & Waste Services presented a report which provided a business case for bringing the garden waste service back to an in-house provision. The current collection arrangement was delivered in partnership with Rushcliffe Borough Council and Mansfield District Council and had been operating since 2014. The garden waste service currently had 11,500 customers and operated a mixed delivery approach within the District.

In June 2018 the Leisure & Environment Committee resolved to transfer the
Agenda Page 4

administration for the garden waste scheme from Rushcliffe Borough Council to an in-house provision and that officers should develop a business case detailing the option of bringing the garden waste service back to an in-house provision. This subsequent business case considering the option of bringing all garden waste services back to an in-house provision was attached as Appendix A to the report. It was noted that any transfer to an in-house provision would generate a surplus for the Council; improve the customer experience; establish some of the infrastructure required if a national mandated garden waste service for all households with gardens was legislated following government consultation as part of the National Waste Strategy; and give the Council greater autonomy over the service.

When considering the business case, the Committee sought clarification that leasing the additional required collection vehicles would not be more cost effective than purchasing outright a had been proposed.

The Leisure & Environment Committee considered the garden waste business case at their meeting held on 22 January 2019 and recommended approval of it being brought back in-house.

AGREED (unanimously) that:

- (a) the preferred option as set out in the business case (bringing the garden waste service back in-house) be approved and added into the revenue budget in 2019/20 and built into the base budget for future budgets; and
- (b) the capital costs of £450,000 be added to the Capital Programme in 2019/20 for the purchase of the new collection vehicles and the additional bins all to be financed by borrowing, subject to the alternative of leasing the two collection vehicles not being cheaper than outright purchase.

Reason for Decision

To approve the preferred option for bringing the garden waste service back in-house.

69 NOTTINGHAM COMMUNITY HOUSING ASSOCIATION - TRANSFER OF TITLE PROPERTIES

The Business Manager – Housing Strategy & Development presented a report which sought approval to transfer the title of properties registered in the name of the District Council to Nottingham Community Housing Association (NCHA).

The Council, in the 1980's, provided loans to NCHA combined with Housing Corporation funding to develop new build social housing in the District. Until the loans were re-paid by NCHA the Council retained a charge on the properties. The Council provided such a loan to develop 19 properties at Bellmond Close, Lilac Close, Sycamore Close and Bailey Road, Newark and the loan was paid back in full in early 2004. A schedule of these properties was set out at Appendix A. On repayment of the loan it was standard practice to return the Title Deeds for the properties to NCHA in order for them to transfer title with the Land Registry. The Council sent the Title Deeds to NCHA for all 19 properties in April 2005. However, it had recently been

established that NCHA could not trace receipt of the Title Deeds and so the properties were still registered in the District Council's name.

AGREED (unanimously) that the Council enter into a transfer of the 19 listed properties (identified at Appendix A to the report) for the nominal sum of £1.

Reason for Decision

To transfer the legal title of properties (detailed in Appendix A) currently registered to the District Council to Nottingham Community Housing Association.

70 POLICY & FINANCE COMMITTEE REVENUE BUDGET 2019/20

The Business Manager – Financial Services presented a report which informed Members of the budget and scale of fees and charges for the areas falling under the remit of the Policy & Finance Committee for 2019/20. A summary of the Committee by Service Team was provided at Appendix A, together with a summary at subjective level for the whole Committee at Appendix B. A schedule of proposed levels of fees and charges pertaining to the Committee were given at Appendix C.

The current draft budget showed an increase in 2019/20. Direct service expenditure and income excluding deferred and capital charges, and all central services recharges currently showed an overall increase of £171,430 against the 2018/19 budget. This was an increase of 4.43%. The report showed the major variances between 2018/19 and 2019/20.

The Committee questioned whether more information in respect of the budget process was required in the form of the in-year outturn figures but it was noted that this would require specific changes to the agreed Budget Strategy which was presented to the Committee on an annual basis in September.

AGREED (unanimously) that:

- (a) the final Committee budget as shown at Appendix A to the report be recommended to Policy & Finance Committee at its meeting on 21 February 2019 for inclusion in the overall Council budget; and
- (b) the scales of fees and charges as shown at Appendix C to the report be recommended to Policy & Finance Committee at its meeting on 21 February 2019 and Council on 7 March 2019.

Reason for Decision

To ensure that the final budget proposals and the level of fees and charges for 2019/20 are recommended to Policy & Finance Committee on 21 February 2019.

71 HOUSING REVENUE ACCOUNT BUDGET AND RENT SETTING 2019/20

The Business Manager - Financial Services presented a report in relation to the Housing Revenue Account Budget and rent setting for 2019/20. The report showed the actual outturn of the Housing Revenue Account for the year 2017/18; examined the proposed income and expenditure on the Housing Revenue Account for 2019/20; and in accordance with Section 76 of the Local Government and Housing Act 1989, made recommendations to avoid a deficit on the Housing Revenue Account. The report also set out indicative figures of income and expenditure for the financial years 2020/21 to 2022/23.

The report also made recommendations to set rent levels and service charges with effect from April 2019 and sought to determine charges for garage rents, plots and garage ports and housing support service charges.

In respect of the annual management fee payable to Newark and Sherwood Homes in accordance with the Management Agreement it was reported that this was still to be formally agreed with Newark & Sherwood Homes.

The setting of the Housing Revenue Account budget and the approval of rent levels would be presented to the Full Council Meeting in February 2019 which would allow the required time to notify tenants of proposed changes to rents in accordance with the legislation.

Since April 2012, following the housing finance reforms, the Housing Revenue Account had been operating within a 30 year self-financing HRA Business Plan. Officers had been working with colleagues from Newark and Sherwood Homes to monitor and review the Business Plan, which informed the 2019/20 budget process and medium term financial plan 2020/21 to 2022/23. The HRA budget proposed in the report was based on the Government announcement made on 8 July 2015, stating that local authorities must secure that the amount of rent in the relevant year by a tenant of social housing is 1% less than the amount that was payable by the tenant in the previous 12 months. This 1% per year rent reduction commenced in 2016/17 and would continue for 2019/20. The cumulative impact of the 1% rent reduction had been factored onto the HRA Business Plan and was reflected in the proposed budget.

It was also noted that in 2019/20, 53 Mondays fall in the financial year which had created further issues which required consideration. In light of this the budget had been prepared with rent for 52 weeks which had also been factored into the HRA Business Plan.

AGREED (unanimously) that the following recommendations be made to Council at its meeting on 12 February 2019:

- i. the Housing Revenue Account budget for 2019/2020 be approved;
- ii. delegated authority be given to the Director of Governance and Organisational Development to agree the Management and Maintenance Fee with Newark and Sherwood Homes which was to be included within the Housing Revenue Account budget for 2019/20;

- iii. additional payments for the management of Gladstone House be made to Newark and Sherwood Homes;
- iv. the rent of all properties in the Housing Revenue Account, as at 31 March 2019, be decreased by 1% in accordance with Welfare Reform and Works Act;
- v. the rent on temporary accommodation be increased by CPI plus 1% (3.4% from 1 April 2019);
- vi. that all services charges and support charges should be increased by CPI plus 1% (3.4%) with effect from April 2019; and
- vii. that garage, garage plot and garage port rents are increased by 3.4% in line with CPI + 1% with effect from 1st April 2019.

Reason for Decision

To advise Members of the proposed HRA budget for 2019/2020, the rent levels, garage rent, garage plots, garage ports and Housing Support Service Charge levels and for all to be recommended to Full Council.

72 BUSINESS RATES - NEW RETAIL DISCRETIONARY RATES RELIEF

The Business Manager – Revenues & Benefits presented a report which sought adoption of a proposed new Business Retail Rates Relief Scheme for the 2019/20 and 2020/21. The Government announced on 29 October 2018 that it would provide business rates relief of up to one third to all occupied retail properties with a rateable value of £51,000 or less in each of the years 2019/20 and 2020/21. As this measure was for two years only the government would reimburse local authorities that use their discretionary relief powers to grant relief. It was for individual local billing authorities to adopt a local scheme and decide in each individual case when to grant relief.

Properties that were occupied with a rateable value of £51,000 or less, which were wholly or mainly being used as shops, restaurants, cafes and drinking establishments would qualify for relief. The report set out a broad but not inclusive list of those businesses which would qualify. Equally the report identified the types of properties that would not qualify as they were being used for the provision of services such as banking and medical.

AGREED (unanimously) that the proposed new Business Retail Rates Relief Scheme for the 2019/20 and 2020/21 financial years be adopted.

Reason for Decision

To establish a local business rates retail relief scheme for the financial years 2019/20 and 2020/21.

73 URGENCY ITEM - HOUSING MANAGEMENT SERVICE REVIEW - APPOINTMENT OF FINANCIAL CONSULTANT

The Committee noted the decision to approve the appointment of Savills to undertake an analysis of relevant financial and other information to support the delivery of the review project.

AGREED (unanimously) that the urgency item be noted.

Reason for Decision

To deliver the review work within the proposed timeframe.

74 URGENCY ITEM - APPOINTMENT OF DIRECTOR OF GROWTH AND REGENERATION

The Committee noted the decision to constitute a Chief Officers Appointment's Panel to appoint the Director – Growth & Regeneration.

AGREED (unanimously) that the urgency item be noted.

Reason for Decision

To enable the implementation of the revised management structure.

75 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

76 LAND AT QUIBELL'S LANE, NEWARK

The Committee considered the exempt report presented by the Director – Governance & Organisational Development regarding land at Quibell's Lane, Newark.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

77 SOUTHWELL LEISURE CENTRE TRUST

The Committee considered the exempt report of the Director – Communities & Environment regarding the Southwell Leisure Centre Trust.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

78 THE BUTTERMARKET, NEWARK - UPDATE

The Committee considered the exempt report presented by the Business Manager – Planning Development regarding the Buttermarket, Newark.

(Summary provided in accordance with Section 100C(2) of the Local Government Act 1972).

Meeting closed at 7.35 pm.

Chairman

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Forward Plan of Policy & Finance Committee Decisions from 1 February 2019 to 31 January 2020

This document records some of the items that will be submitted to the Policy & Finance Committee over the course of the next twelve months.

These committee meetings are open to the press and public.

Agenda papers for Policy & Finance Committee meetings are published on the Council's website 5 days before the meeting <http://www.newark-sherwooddc.gov.uk/agendas/>. Any items marked confidential or exempt will not be available for public inspection.

Meeting Date	Subject for Decision and Brief Description	Contact Officer Details
4 April 2019	Housing Revenue Account Business Plan and Financial Model Refresh	rob.main@newark-sherwooddc.gov.uk
4 April 2019	Conservation Area Review	oliver.scott@newark-sherwooddc.gov.uk
4 April 2019	Commercials Project Team update	deborah.johnson@newark-sherwooddc.gov.uk natalie.cook@newark-sherwooddc.gov.uk
4 April 2019	Annual Review of Exempt Reports	nigel.hill@newark-sherwooddc.gov.uk
27 June 2019	Standards Annual Report	catharine.saxton@newark-sherwooddc.gov.uk
27 June 2019	Yorke Drive Estate Regeneration Programme	rob.main@newark-sherwooddc.gov.uk

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

CORPORATE OBJECTIVES CONSULTATION

1.0 Purpose of Report

1.1 To provide Members with the results of the corporate objectives consultation undertaken between October and December 2018 and set out how the results of this consultation have shaped the content of the corporate objectives included within the Community Plan for 2019-2023.

2.0 Background Information

2.1 Consultation with residents and stakeholders took place between October and December 2018 and the results of this consultation have been used to shape the Council's corporate objectives for 2019-2023. A copy of the Corporate Objectives Consultation Report is attached as Appendix 1 to this report. The consultation consisted of three strands; a Parish and Town Council questionnaire, stakeholder feedback and a resident survey completed by 11,224 residents, equating to an 11.3% response rate. The corporate objectives were initially drafted by senior officers and members. The corporate objectives were then shaped to reflect the points raised by residents and the key activities under each objective were prioritised to reflect feedback from residents on those areas identified as requiring the most improvement.

2.2 As the 11,224 responses were reviewed the Council took these into account and responded to the feedback by prioritising key activities. The survey confirmed how important it is for our residents to feel safe in their local area and as such the Council has worked with the Police to get a new Town Centre Police officer dedicated to crime prevention in Newark. The Council also purchased the Buttermarket to bring this unique building back into full use and secured the development of the Robin Hood Hotel to revitalise Newark Town Centre with the aim of improving the feel of the town and reducing anti-social behaviour.

2.3 The consultation also highlighted the importance of tackling anti-social behaviour and the blights of fly tipping, littering and dog fouling. This reinforced the importance of the Council's decision to employ two new community protection officers. These officers have the power to issue fixed penalty notices and they will be working with the community to encourage a responsible approach to looking after the environment. Two further officers will be recruited in 2019. The Council also carried out a successful day of action in Blidworth during November and will be undertaking another day of action in Hawtonville in March. The day of action will tackle a range of environmental, safety and welfare issues, building on the sense of pride in the community and the desire to maintain clean and safe neighbourhoods.

2.5 Residents also expressed their wish for improved care and support for vulnerable groups. The Council has responded by bidding for further funding to support rough sleepers. We have also secured government funding for: the provision of an extra care facility in Ollerton; and an additional £106k for disabled facilities grants (DFG) across the district. This takes the total DFG figure to £806k for 2018/19.

3.0 Proposal: Legacy of the Resident Survey

3.1 11.3% of residents completed a survey. This equates to one in ten residents over the age of 16. This excellent response demonstrates that residents of Newark & Sherwood want to be heard and are willing to engage with the Council. The survey has resulted in a three-fold legacy that will help to ensure that the Council keeps in touch with the views of its residents.

1. As part of the resident survey 2,482 residents signed up to the NSDC mailing list. This mailing list enables the Council to contact residents about the latest events and activities and give immediate service updates. This ensures there is a contact point for residents seeking to engage with the Council.
2. 820 residents expressed an interest in joining the newly created Resident Panel. The Resident Panel is a group of people from across the district who would like to share their views on the area that they live in and help shape the future of Newark & Sherwood. The Panel has been created to help the Council understand the views and experiences of residents and use this understanding to ensure that the Authority's services are the best that they can be. This voluntary panel is open to any resident of Newark & Sherwood over the age of 18 to have their say on the Council's services, plans, proposals and development of their local area. Panel members will be asked to complete approximately three surveys a year. Members may also be invited to attend group discussions/workshops, take part in online debates on topics such as community safety, waste and recycling or participate in mystery shopping exercises.
3. Consultation with residents will be embedded into the strategic planning process. A full consultation with residents will take place every 4 years to allow the Council to monitor progress against objectives and continue to give all residents the opportunity to be heard. Light-touch consultation will take place annually in association with the refresh of the community plan to ensure that the Council are delivering on the objectives outlined in the plan. As such, resident satisfaction will be embedded into strategic planning and used to inform the Council's performance.

4.0 Equalities Implications

4.1 Equalities implications were considered when designing the survey and also informed the method of delivery e.g. on-line/paper based. The Council will also have regard to equality implications in relation to future resident engagement to ensure that communities are fairly represented.

5.0 Financial Implications

5.1 The cost of the corporate objectives consultation is outlined below:

Print and postage (postal resident survey to every household)	£31,788.81
Business Return Envelopes charges (surveys returned via post)	£2,587.55
Temporary Staff for inputting postal survey returns	£3,685.30
	Total £38,061.66

5.2 Members will recall that the funding of this consultation, from the Change Management Budget, was approved as an urgent delegated decision and reported to the Committee at its meeting on 29 November 2018.

6.0 RECOMMENDATIONS that:

- (a) Members note the *Corporate Objectives Consultation Report* attached as Appendix 1 to the report;**
- (b) Members approve the proposed actions outlined in paragraph 3 of the report 'Legacy of the Resident Survey', and note that resident satisfaction will be used to inform the Council's performance;**
- (c) a copy of the Consultation Report be sent to Nottinghamshire County Council and Highways England highlighting the issues raised by residents surrounding road maintenance and congestion;**
- (d) a copy of the report be sent to Nottinghamshire Healthcare NHS Foundation Trust highlighting the issues raised by residents regarding access to healthcare facilities; and**
- (e) the outcome of the survey be communicated to Residents via appropriate media including a section in the corporate plan and article in the Voice Magazine.**

Reason for Recommendations

To enable Members to consider and take appropriate actions following the outcome of the consultation.

Background Papers

Nil

For further information please contact Ella Brady - Policy & Projects Officer on Ext: 5279

Karen White
Director - Governance & Organisational Development

Consultation on the Corporate Objectives

Newark and Sherwood District Council

February 2019



Consultation occurred October to December 2018 to shape the Corporate Objectives for 2019-2023



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Summary

This report sets out the results of the consultation with residents and stakeholders, which took place between October and December 2018, and details how this information was used to shape NSDC's corporate objectives for 2019-2023. The consultation consisted of three strands:

- 27 Parish and Town Council's completed a questionnaire. This equates to a 36% response rate.
- 14 stakeholders provided feedback representing several key partnerships.
- 11,224 residents completed a survey equating to an 11.3% response rate.

Successes

- 83% of respondents are satisfied or very satisfied with their household waste and recycling collection service. This marks a 10% increase in resident satisfaction since 2008.
- 50% of respondents are satisfied or very satisfied with the leisure and sports facilities in their local area. This marks a 6% increase in resident satisfaction since 2008.
- 67% of respondents are satisfied or very satisfied with the parks and green open spaces in their local area. This marks a 1% increase in resident satisfaction since 2008.
- 58% of respondents are satisfied or very satisfied with the cleanliness of their local area. This is identical to the satisfaction rating received in 2008.
- 84% of respondents rated their experience getting in touch with NSDC as adequate or above and 78% rated their experience of NSDC dealing with their enquiry as adequate or above.
- The word most strongly associated with NSDC was **Satisfactory** closely followed by **Approachable** and the highest rated negative words were **Traditional** and **Slow**.
- 50% of respondents were satisfied or very satisfied with NSDC overall. This is a 9% increase in resident satisfaction since 2008.

Areas for Improvement

- 38% of respondents are satisfied or very satisfied with the cultural and arts offer in the district. This is a 6% fall in resident satisfaction since 2008.
- Residents are feeling more unsafe in their local area than 10 years ago. 5 in 100 residents feel unsafe or very unsafe in the day and 29 in 100 residents feel unsafe or very unsafe after dark.
- 68% of respondents agree or strongly agree that their area is a place where a range of people get on well together. This is a 7% decrease in feelings of "togetherness" since 2008.
- 32% of residents are satisfied or very satisfied with how NSDC responds to the concerns of its residents. This is a 12% decrease in resident satisfaction since 2008.
- 79% of respondents are satisfied or very satisfied with their local area as a place to live. This is a 3% decrease in resident satisfaction since 2008.
- 90% of respondents said it was important or very important to them to be able to live in a sustainable and environmentally aware way and only 1% said it was unimportant.
- The services identified as most important and most in need of improvement were; maintaining roads and pavements, tackling anti-social behaviour and reducing crime, providing health services such as doctors and dentists, keeping the streets and public areas clean and tidy and care and support for vulnerable groups.
- The services identified above were mirrored in the themes identified in the 4,601 resident comments with the top themes being; poor condition of roads and pavements, cleaner issues such as fly tipping, littering and dog fouling, lack of police presence, requests for better recycling and complaints regarding traffic and congestion.

Resident satisfaction with NSDC as a council is higher than it was 10 years ago with 85% of residents being neutral or satisfied with NSDC as a whole. However, overall, residents' perception of their local area is mixed with 31% of residents believing their local area has worsened in the last four years with dissatisfaction stemming from residents feeling unsafe, the condition of the roads and pavements, traffic, inadequate health services and cleanliness issues such as dog fouling and fly tipping.

1. Introduction

This report sets out the results of the consultation with residents and stakeholders on the corporate objectives for 2019 to 2023. Newark and Sherwood District Council (NSDC) always delivers quality services to its residents. However, having clear objectives ensures that NSDC can focus on value for money, direct resources to the areas and services that require attention and measure performance. This report details the results of the consultation and how this information was used to the NSDC corporate objectives for 2019-2023.

This report;

- Introduces the historic approach to NSDC objective setting
- Gives an overview of the key issues facing Newark and Sherwood
- Summarises the key themes of NSDC customer comments and complaints
- Summarises the results of the Resident Survey and stakeholder consultations, and
- Details how this information was used to shape the corporate objectives.

2. The Approach to Objective Setting

Historically the approach to consultation for the purpose of informing the corporate objectives has been mixed. The setting of the 2008-2012 objectives was led by public consultation, the 2012–2016 objective setting was led by member consultation whilst the 2016–2020 objectives was led by CMT informed by a small online public survey. For the 2019-2023 objectives a full consultation with residents and key stakeholders was undertaken. Therefore, this is the first time in over 10 years that the public have been fully consulted with regarding the objectives of the district council.

The diagram below outlines how the objectives, and the objective setting consultation, relate to service delivery.


















3. Newark and Sherwood at a Glance

This image highlights some of the challenges facing Newark and Sherwood as a district over the next four years setting the context in which the corporate objectives of the Council will sit.

Newark and Sherwood

120,965 residents over 54,506 households

<p>25% of reception age children are overweight or obese</p>  <p>64% of adults are classified as overweight or obese</p>	<p>2,133 households on the housing waiting list in April 2017.</p>  <p>452 more than the English mean</p>	<p>Life expectancy is gap across the district is 8.4years for men</p>  <p>This means that men living in the most deprived areas die 8.4years earlier than men in other areas</p>
<p>Pockets of high rental levels. 33% of households in Castle ward rent from private landlords/ agents.</p>  <p>Compared to 15% nationally</p>	<p>Manufacturing accounts for 12% of jobs in Newark and Sherwood.</p>  <p>3.5% more than the national average.</p>	<p>15% of children under 16 live in poverty</p>  <p>2.4% reduction in the number of children classified as living in poverty since 2009</p>
<p>4.3% of residents aged 16-74 travel to work by metro, tram, train, bus or coach.</p>  <p>3.2% fewer than the national average</p>	<p>82.9% of the working age population were employed between January and March 2018</p>  <p>7.7% higher than nationally</p>	<p>14.4% of households rent from the council/a social landlord</p>  <p>Compared to 15.8% nationally</p>
<p>56 people out of every 100,000 are killed or injured on roads in Newark and Sherwood.</p>  <p>16 more than the national average</p>	<p>67% of residents are classified as 'Active'.</p>  <p>7% more than the national average</p>	<p>£170,000 is the median house price in the district</p>  <p>Compared to £234,000 nationally</p>
<p>20% of residents live with a long-term illness or disability.</p>  <p>2% higher than the national average</p>	<p>29% of Newark and Sherwood's population will be over 65 by 2036.</p>  <p>5% higher than the national average</p>	<p>32% of household waste sent for reuse, recycling and composting</p>  <p>Compared to 45% nationally</p>

4. Our Customers

Over the financial year 2017/18 NSDC received 127 'Customer Comments' and 45 'Customer Complaints'. 'Customer Comments' are comments about services and only a proportion are escalated to complaint level.

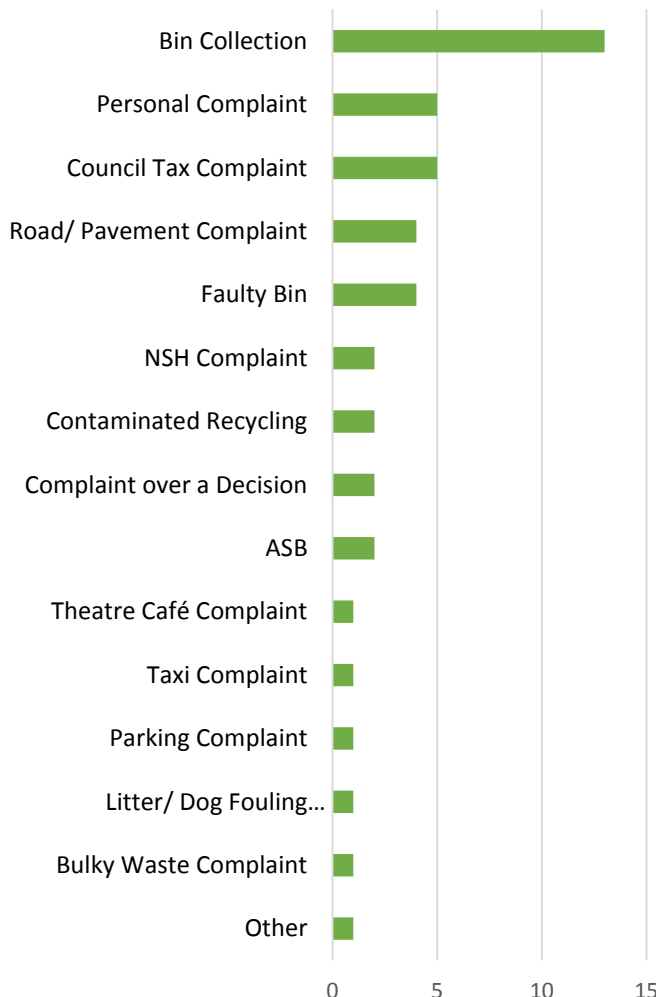
In 2017/18 45 complaints were made, and 31 were escalated to level one, meaning the complaint was sent to the relevant Business Manager for a response. No complaints were registered as level 2, which includes a review by a Director, and 3 complaints were sent to the Ombudsman. 2 were regarding planning decisions and 1 was regarding the felling of trees in Coddington.

The most common themes in customer comments and complaints are;

- Personal complaints against council staff,
- Comments and complaints regarding council tax,
- Comments and complaints regarding waste management, for example missed bins, frequency of waste collection and faulty bins.

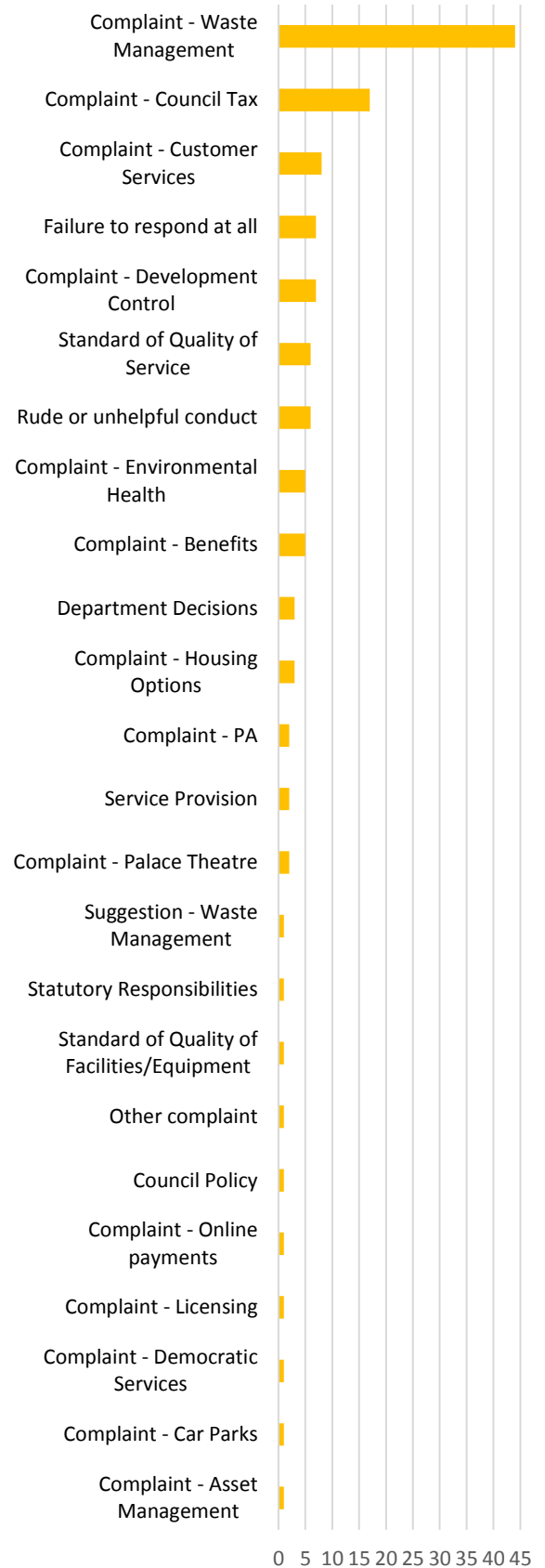
Customer Complaints

April 2017 - March 2018



Customer Comments

April 2017 - March 2018



5. Consultation

The consultation on the corporate objectives comprised of three strands;

1) Consultation with Parish and Town Council's

A questionnaire was sent to each Parish and Town council in the district. This questionnaire asked councils to detail; the issues affecting their area, what they want NSDC to focus on and what services they think are the most important and in most need of improvement. The questionnaires were sent out the week commencing 22 October 2018 and responses were captured by 21 December 2018.

2) Stakeholder engagement

Consultation with key partners and stakeholders took place through informal 'stakeholder conversations'. Staff attending pre-existing events and meetings used a set of questions to prompt discussion and capture feedback from stakeholders on the biggest issues facing Newark and Sherwood and what they believed should be the district's priorities over the next four years. These conversations occurred between 22 October and 21 December 2018.

3) The Resident Survey

The survey offered residents the opportunity to feedback to NSDC about; their experiences as council customers and residents of Newark and Sherwood, their satisfaction with council services and what services they think are the most important and in most need of improvement. The resident survey was launched online through SurveyMonkey on Monday 22 October 2018 and promoted on social media. A paper copy of the survey was posted to every household in the district the week commencing 5 November 2018. Paper copies of the survey were also left in the waiting areas of customer service points. The survey closed on Friday 7 December 2018, and all the returned surveys were inputted by 2 January 2019.

6. The Response

- **27 Parish and Town Council's** completed a questionnaire equating to a 36% response rate.¹
- **14 stakeholders** provided feedback representing several key partnerships.²
- **1 in 10 residents** completed a Resident Survey equating to an 11.3% response rate. The target for the survey was 2,355 responses (a 1.9% response rate).³ However, the 11,224 responses surpassed expectations enabling the survey to have a 95% confidence rating and a $\pm 1\%$ margin of error. This means that the results of the survey are accurate to within 2%.



¹ Averham, Kelham and Staythorpe Parish Council, Balderton Parish Council, Barnby in the Willows Parish Council, Bilsthorpe Parish Council, Bleasby Parish Council, Bulcote Parish Council, Cauntton Parish Council, Caythorpe Parish Council, Clipstone Parish Council, Coddington Parish Council, Collingham Parish Council, Cromwell Parish Council, Farndon Parish Council, Farnsfield Parish Council, Fernwood Parish Council, Hoveringham Parish Council, Kirton Parish Council, North Muskham Parish Council, Rainworth Parish Council, Rufford Parish Council, South Muskham and Little Carlton Parish Council, South Scarle Parish Council, Southwell Town Council, Sutton on Trent Parish Council, Thurgarton Parish Council, Weston Parish Council & Winthorpe Parish Council.

² Active for Today, Friends of Sconce and Devon Park, Notts Police, Citizens Advice, Active Notts, Age UK, CVS, AGEUK, Nottinghamshire YMCA, NCFP Children's Centre, Warmer Homes on Prescription, DWP, Local Businesses & Smoke Free Life

³ This is based on Newark and Sherwood District containing 120,965 residents and 53,044 households.

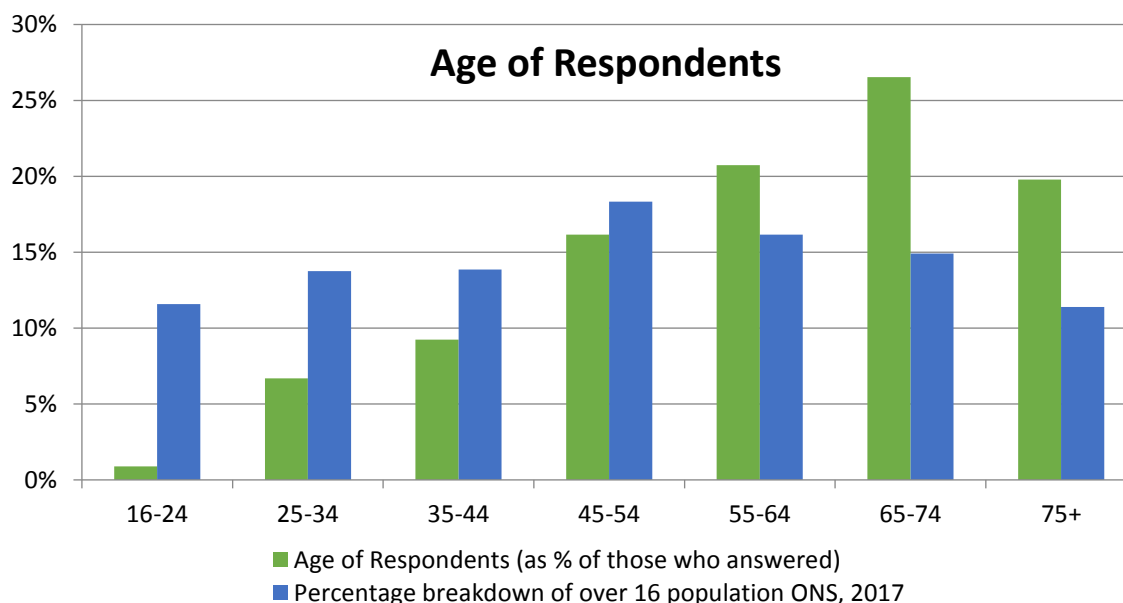
7. Representation

This section of the report examines the data collected to analyse its representativeness. Representativeness is how accurately the data sample reflects the group being consulted with, in this case the district’s resident population.

7.1 Resident Survey

11,224 responses were collected, and of those respondents on average 96% provided their demographic information. 55% of respondents were female and 45% male. This is a 4% skew favouring women when compared to the district average. Similarly, of those who provided the information, 67% were over 55 years of age. This is a skew of 25% when compared to the district average. The most underrepresented group was 16-24 year olds and the most overrepresented group was 65-74 year olds. Overall, the data is mildly skewed towards women and heavily skewed towards residents over 55.

The survey provides an equitable representation of each ward with the largest skew being a 1.4% deviation. The most overrepresented wards were Beacon and Southwell and the most underrepresented wards were Edwinstowe and Clipstone and Ollerton. There was a skew across the district with 3.7% more responses from Newark wards when compared to Sherwood wards. However, overall the skew is minimal and due to the large sample size the data can be taken as accurate.



7.2 Parish and Town Councils

21 out of the 27 councils who responded came from the Newark area of the district whilst only 6 represented the Sherwood area. This represents a 56% skew towards areas outside of the Sherwood wards, and therefore the data collected must be recognised as heavily skewed.

7.3 Stakeholders

Of the 14 stakeholders who provided feedback there was strong representation from the charity sector and partners associated with health, fitness, green spaces, employment and safety. However, there was no representation from stakeholders or partners associated with infrastructure, transport, home building, tourism or heritage. Therefore, the data collected must be recognised as skewed.

8. Results

8.1 Resident Satisfaction with Services

In the survey residents were asked to rate their satisfaction with five key service areas using a Likert scale from 'very satisfied' to 'very dissatisfied'. The survey questions were phrased to allow a direct comparison with data collected during the 2008 'Place Survey'. The Place Survey was coordinated by central government and administrated by local authorities. The surveys were completed by any resident over 18 and asked questions on resident's perceptions of their local area, their satisfaction with local services and perceived value for money. It achieved a 42% response rate.

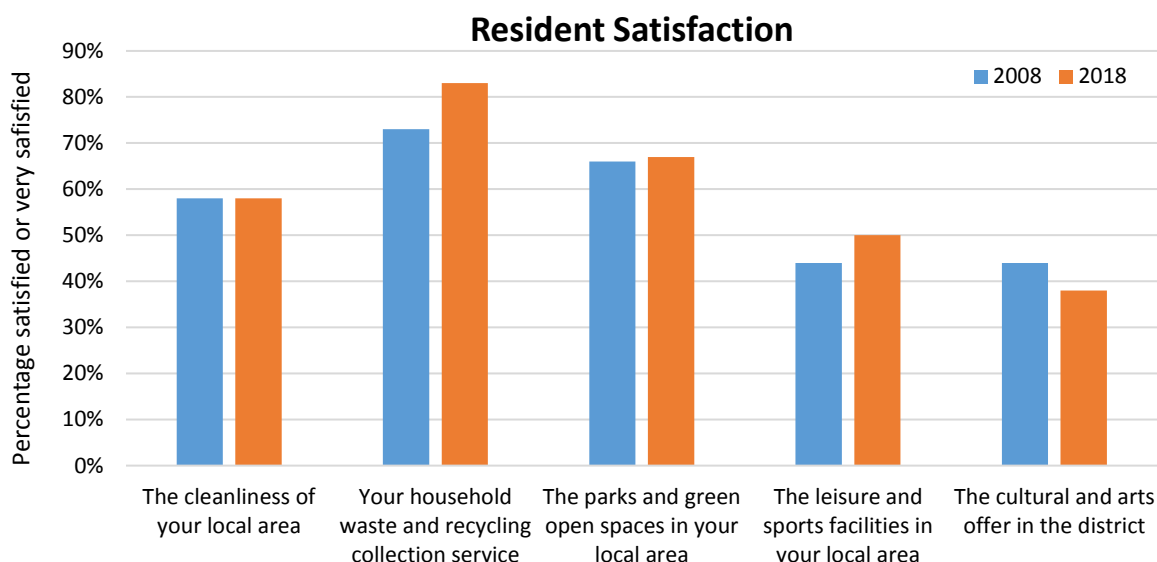
83% of respondents are satisfied or very satisfied with their **household waste and recycling collection service**. **This marks a 10% increase in resident satisfaction since 2008 when 73% of respondents were fairly or very satisfied.**⁴

50% of respondents are satisfied or very satisfied with the **leisure and sports facilities in their local area**. **This marks a 6% increase in resident satisfaction since 2008 when 44% of respondents were fairly or very satisfied.**⁵

67% of respondents are satisfied or very satisfied with the **parks and green open spaces in their local area**. **This marks a 1% increase in resident satisfaction since 2008 when 66% of respondents were fairly or very satisfied.**⁶

58% of respondents are satisfied or very satisfied with the **cleanliness of their local area**. **This is identical to the rating received in 2008 when 58% of respondents were fairly or very satisfied.**⁷

38% of respondents are satisfied or very satisfied with the **cultural and arts offer in the district**. **This is a 6% fall in resident satisfaction since 2008 when 44% of respondents were fairly or very satisfied.**⁸



⁴ 2008 figure from the Place Survey created by averaging the % fairly and very satisfied with 'refuse collection', 'doorstep recycling' and 'local tips/household waste recycling centres'.

⁵ 2008 figure taken from the Place Survey: % fairly and very satisfied with 'sport/leisure facilities'.

⁶ 2008 figure taken from the Place Survey: % fairly and very satisfied with 'parks and open spaces'.

⁷ 2008 figure taken from the Place Survey: % fairly and very satisfied with 'keeping public land clear of litter and refuse'.

⁸ 2008 Place Survey figure created by averaging the percentage fairly and very satisfied with 'museums/ galleries' and 'theatres/ concert/ halls'.

8.2 Resident Safety and Togetherness

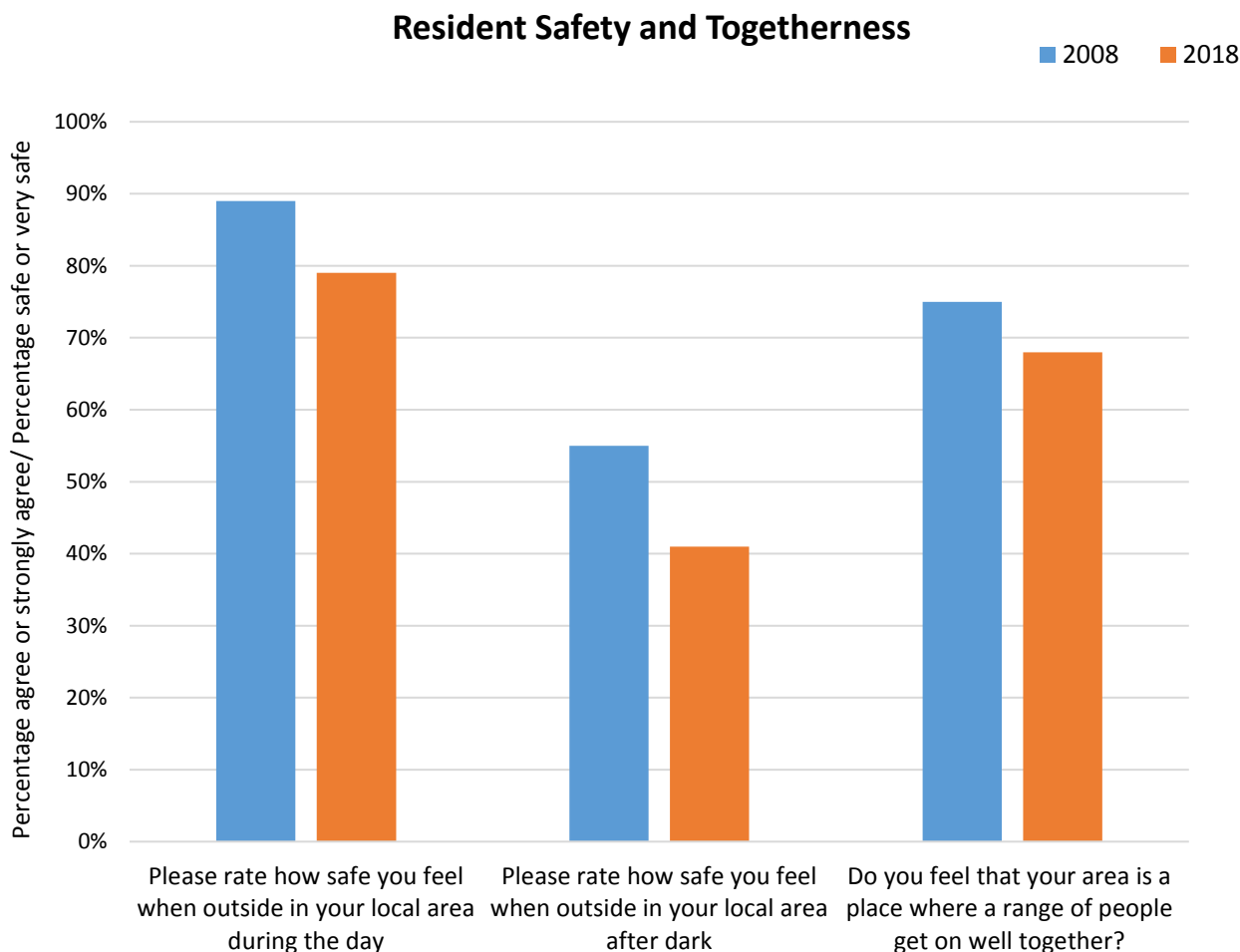
In the survey residents were asked to rate how safe they felt and to state if they agreed that their area was a place where “people get on well together”. Once again the survey questions were phrased to allow a direct comparison with data collected during the 2008 Place Survey.

79% of respondents **feel safe or very safe when outside in their local area during the day. This is a 10% fall in the feeling of safety since 2008 when 89% of respondents felt fairly or very safe.** 16% of respondents were neutral. This means that 5 out of every 100 residents feel unsafe during the day.

This drops by 31% at night with 41% of respondents **feeling safe or very safe outside in their local area after dark. This is a 14% fall in the feeling of safety since 2008 when 55% of respondents felt fairly or very safe.** 30% of respondents were neutral. This means that 29 out of every 100 residents feel unsafe in their local area after dark.

68% of respondents agree or strongly agree that **their area is a place where a range of people get on well together. This is a 7% decrease in resident feelings of togetherness since 2008 when 75% of respondents somewhat or strongly agreed that their area “was a place where people from different backgrounds get on well together”.** 25% of respondents were neutral. This means that 7 out of every 100 residents believe their local area is not a place where people get on well together.

Overall, based on the responses, residents are feeling more unsafe in their local area than 10 years ago. 5 in 100 residents feel unsafe or very unsafe during the day whilst 29 in 100 residents feel unsafe or very unsafe in their local area after dark.



8.3 Priorities for Residents and Stakeholders

In the survey residents were asked to select the five services they thought were the most important from a list of 15. The following five services were selected as the most important:

1. **Maintaining roads and pavements (most important)**
2. Providing health services such as doctors and dentists
3. Tackling anti-social behaviour and reducing crime
4. Refuse collection and recycling
5. Keeping the streets and public areas clean and tidy

Residents were also asked to select the services they thought were the least important. The order of the services varied slightly but overall the results of this question tallied with the services selected the least in the 'most important services' question.

The following five services were selected as the least important:

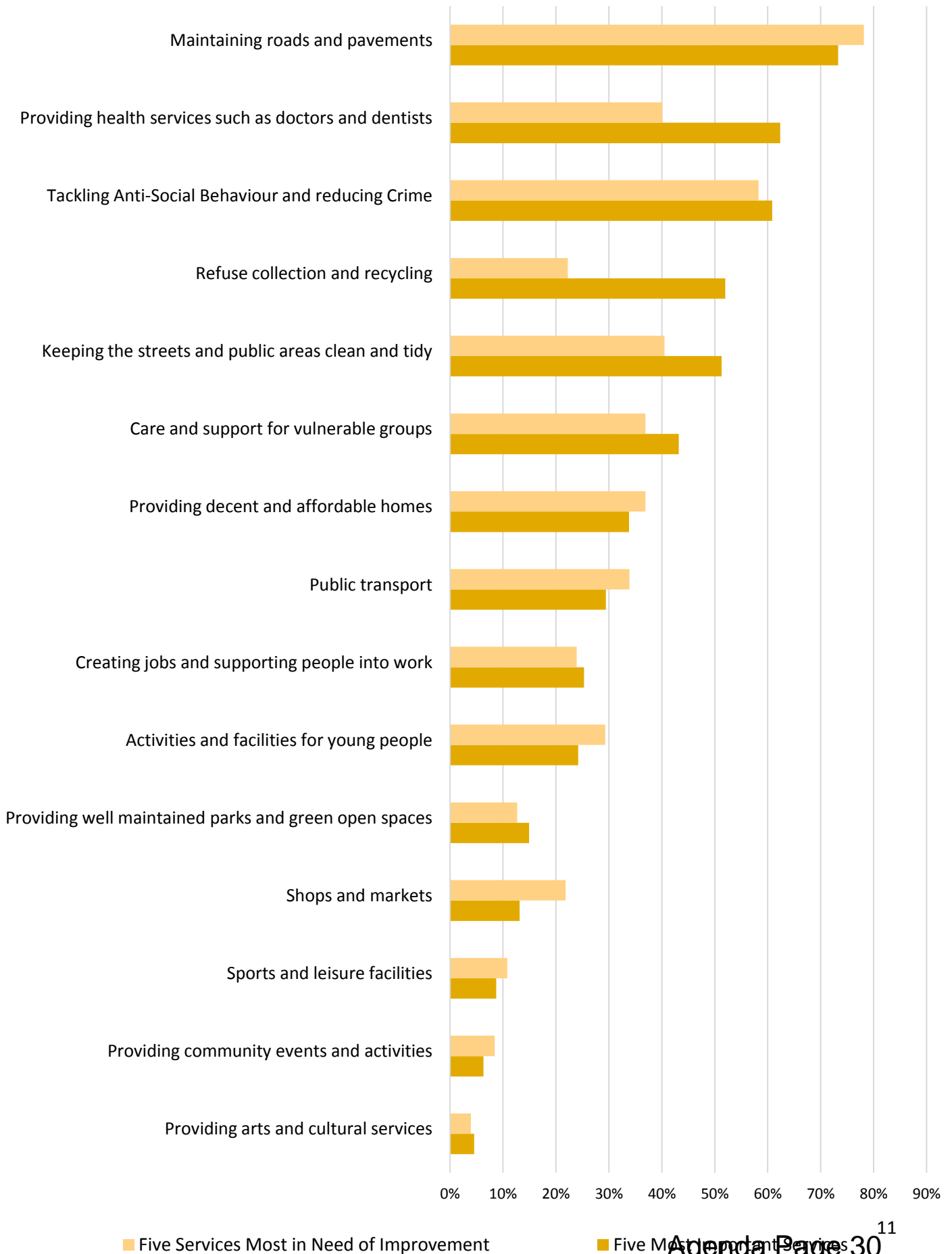
1. Providing arts and cultural services, such as the National Civil War Centre (least important)
2. Providing community events and activities
3. Sports and leisure facilities
4. Shops and markets
5. Activities and facilities for young people

Residents were asked to select the services they thought needed the most improvement and there was an 80% correlation between the most important services and the services most in need of improvement. The following five services were selected as requiring the most improvement:

1. **Maintaining roads and pavements (most in need of improvement)**
2. Tackling anti-social behaviour and reducing crime
3. Keeping the streets and public areas clean and tidy
4. Providing health services such as doctors and dentists
5. Care and support for vulnerable groups (**only service not mentioned in "most important"**)



The Most Important Services and Services Most in Need of Improvement



In comparison to 2008 **what is important to residents has shifted**. In 2008 the five services most important to residents were:

	Compared to 2018
1. Level of crime in 2008 received 59% and 61% in 2018	2% more important
2. Health services in 2008 received 47% and 62% in 2018	16% more important
3. Clean streets in 2008 received 43% and 51% in 2018	8% more important
4. Affordable decent housing in 2008 received 38% and 34% in 2018	5% less important
5. Education provision in 2008 received 31%	No comparator
Whilst road and pavement repairs in 2008 received 22% and 73% in 2018	51% more important

Similarly, in 2008 the five services that needed the most improvement were:

	Compared to 2018
1. Road and pavement repairs in 2008 received 50% and 78% in 2018	28% more improvement required
2. Activities for teenagers in 2008 received 48% and 29% in 2018	18% less improvement needed
3. Level of crime in 2008 received 32% and 58% in 2018	26% more improvement required
4. Level of traffic congestion	No comparator
5. Affordable decent housing in 2008 received 23% and 37% in 2018	14% more improvement required

Definitions

- **More improvement required** means that the rating is higher than in 2008 and therefore residents believe this services requires more improvement than 10 years ago.
- **Less improvement needed** means that the rating is lower than in 2008 and therefore residents believe this services does not need as much improvement as 10 years ago.

Overall, tackling crime, providing health services and having clean streets have all stayed as being important to residents and in most cases become more important. However, over the last 10 years the importance of decent and affordable homes has decreased whilst the importance of road and pavement repairs has risen by 51%.

The majority of services that required improvement in 2008 still require improvement now. Most notably road and pavement repairs, levels of crime and access to affordable and decent housing. However, the rating of activities for teenagers has decreased and so residents do not believe this requires as much investment. This indicates that this service has improved over the last 10 years.

The same questions were asked of stakeholders and parish and town councils, and their results differed to residents. The results of the questions “what are the most important services” and “services most in need of improvement” were combined, and the 14 stakeholders said:

1. Care and support for vulnerable groups (most important and most in need of improvement)
2. Providing decent and affordable homes
3. Creating jobs and supporting people into work
4. Tackling anti-social behaviour and reducing crime
5. Public transport

Whilst the 27 Parish and Town Councils said:

1. Maintaining roads and pavements (most important and most in need of improvement)
2. Public transport
3. Providing decent and affordable homes
4. Keeping the streets and public areas clean and tidy
5. Creating jobs and supporting people into work
(Tied with) Tackling anti-social behaviour and reducing crime

The common themes between the stakeholders and parish and town councils and residents are:

- Anti-social behaviour and reducing crime,
- Roads and pavements,
- Keeping the streets and public areas clean and tidy.

However, stakeholders and parish and town councils have more focus on decent and affordable homes, creating jobs and care and support of vulnerable groups.

As highlighted in section seven, the stakeholder data is skewed as health and the charity sector are overrepresented. This could be reason for the high rating of ‘care and support for vulnerable groups’. Similarly, there is a geographical skew to the parish and town council consultation data and therefore the opinions expressed might not be representative of the district. Please see section 9 for the resident survey results at ward level.

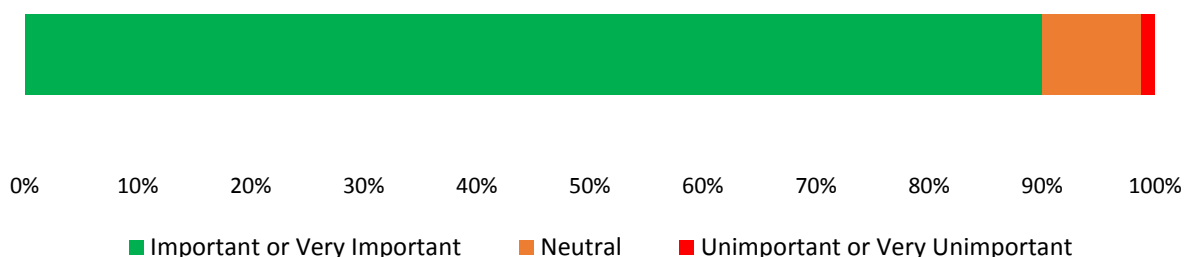
In summary, the service considered important and in need of improvement by all three groups was **tackling anti-social behaviour and reducing crime**, closely followed by;

- Maintaining roads and pavements,
- Providing health services such as doctors and dentists,
- Keeping the streets and public areas clean and tidy, and
- Care and support for vulnerable groups.

8.4 Sustainability

90% of respondents said it was important or very important to them be able to live in a sustainable and environmentally aware way whilst 9% were neutral and only 1% said it was unimportant.

Importance of being able to live in a Sustainable and Environmentally aware way



8.5 Interactions with NSDC

In the survey a series of questions were asked about how residents interacted with and contacted the council. 52% of respondents said they contacted NSDC once or twice a year, whilst 36% said they had never contacted NSDC and 12% said they contacted NSDC at least every few months.

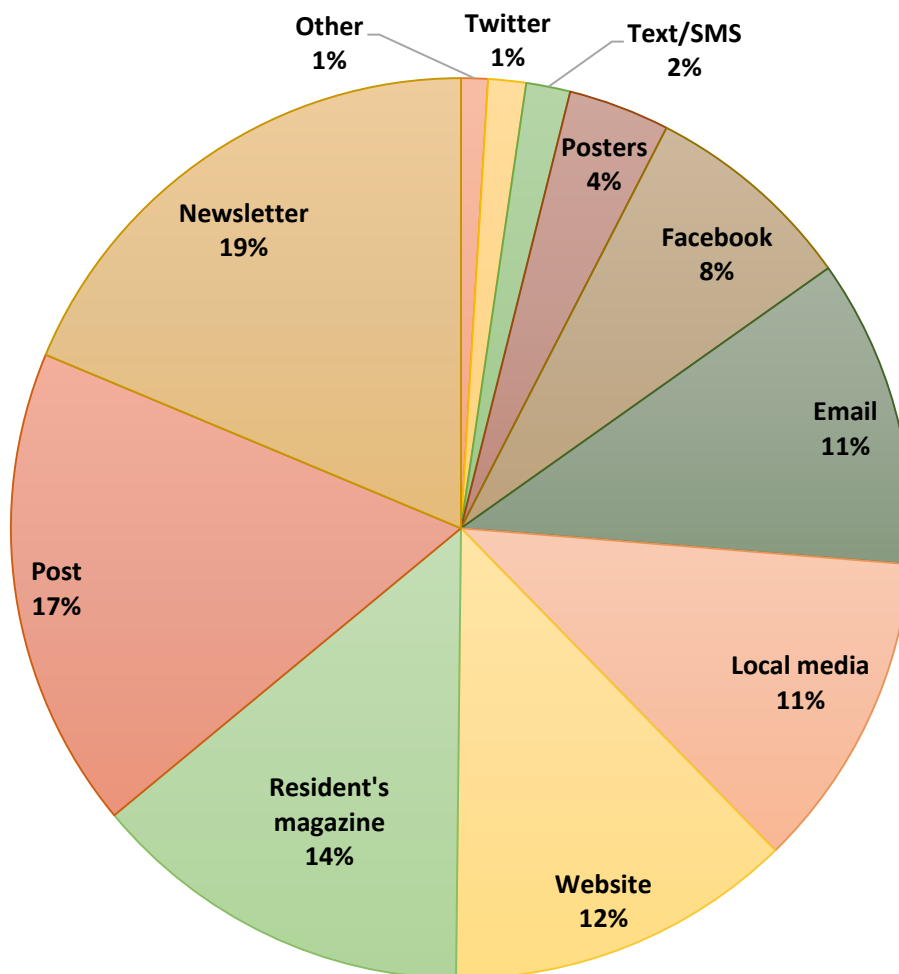
84% of respondents rated their experience **getting in touch with Newark and Sherwood District Council** as adequate or above and 52% said their experience was good or excellent.

78% of respondents rated their experience **of Newark and Sherwood District Council dealing with their enquiry** as adequate or above and 48% said their experience was good or excellent. One resident commented that *“telephone contact well responded to. Polite, and interested in finding who you need to help you.”*

46% of respondents are satisfied or very satisfied **with the information they receive regarding the work of Newark and Sherwood District Council.**

When asked to select their preferred method of contact the top five results were newsletter, post, resident magazine, NSDC website and local media. However, these results are likely to be skewed by the age demographic of respondents as 67% of the survey respondents were over 55 years of age.

Preferred Method of Communication with Residents



8.6 Responsiveness of NSDC

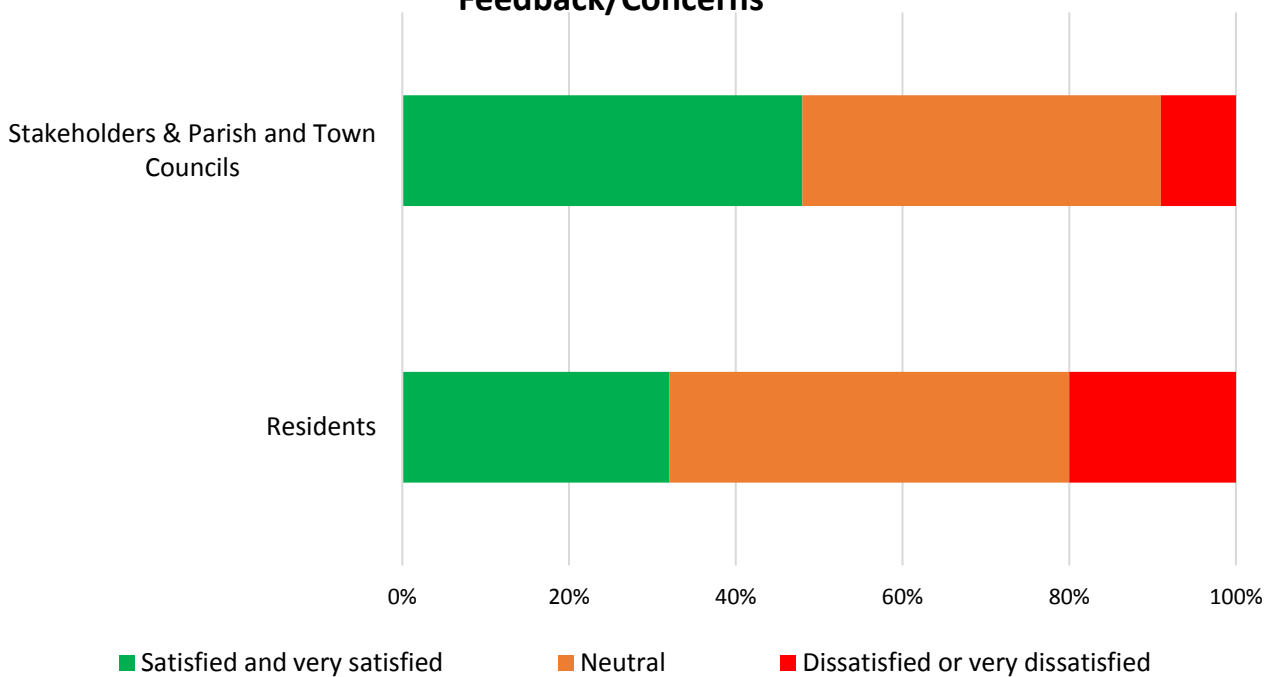
Residents, stakeholders and parish and town councils were all asked to rate their satisfaction with how NSDC responds to feedback and concerns.

The results of the stakeholders and parish and town council consultation were combined, and show that **48% of the stakeholders and councils consulted were satisfied or very satisfied that Newark and Sherwood District Council responds to feedback.**

In contrast 32% of residents (survey respondents) were satisfied or very satisfied with how NSDC responds to the concerns of its residents. **This is a 12% decrease in resident satisfaction since 2008 when 44% of respondents were fairly or very satisfied that their “local public services act on the concerns of local residents”.**

This is a 17% difference between stakeholders/councils and residents. This shows that NSDC is perceived as listening to parish and town councils and stakeholders more than its residents. The low satisfaction of residents is likely to be because full public consultation has not taken place since 2008, and therefore the publication of how resident concerns are being addresses by NSDC has not been done recently.

Satisfaction with how the District Council responds to Feedback/Concerns



8.7 Comments

4,601 resident comments were captured as part of the Resident Survey. To capture the key themes a detailed analysis of 5% of the comments (230 comments) was undertaken, and any topic mentioned by more than 2% of respondents is highlighted below. To establish the strength of each topic a keyword search was done through all 4,601 comments to identify the dominant themes.

Comment themes	Number of mentions in the 5% analysed	As a % (of the 230 comments)	Keywords searched for each theme	Total number of mentions
Poor road and pavement conditions including potholes, unsuitable pavements, lack of dropped kerbs, narrow paths, lack of repairs, poor repairs and overgrown paths.	40	17%	Road, resurface, pavement, kerb, pothole, holes, surface, resurfacing, repair, repaired, repairing, unsuitable	2,120
NSDC should address 'cleaner' issues, most notably fly tipping, littering and dog fouling.	32	14%	Fly tip, clean, litter, dog fouling, mess, rubbish, graffiti	925
General positive comments about NSDC	23	10%	N/A	
The lack of police presence and police responsiveness	23	10%	Police, policing, the beat, presence, visible, visibility, drug, patrol	737
Request for better; <ul style="list-style-type: none"> recycling facilities, explanation of recycling, and expansion of kerbside recycling (including glass) 	20	9%	Recycling, recycle, glass, bottle bank, plastic, re-cycle, environment, kerbside	823
Complaints/ request for improvement regarding traffic and congestion	20	9%	Congest, blocked, traffic, gridlock, bypass, roadwork, sewage, roundabout	595
Focus on tackling anti-social behaviour and lowering crime, including responsiveness to low-level crimes	17	7%	Anti-social behaviour, antisocial, youth, CCTV, hanging around, vandalism, drug, alcohol, crime, weed, safe	759
Request to maintain/ develop/ reintroduce public transport, most notably buses	16	7%	Transport, bus, community transport, train	542

Tackle congested pavements, lack of parking and unsafe pavement parking (due to volume of parked cars)	14	6%	Car, parked, parking, dangerous, unsafe	1,090
Request for NSDC to focus on the 'forgotten areas' of Newark and Sherwood, identified as Edwinstowe, Ollerton, Bilsthorpe and Clipstone.	11	5%	Forgot, neglect, west, Sherwood, Mansfield	286
NSDC should focus on filling empty shops and revitalising the markets	11	5%	Empty, shop, market, market, stall, rents, vacant	641
Development/s should be managed better. They need to be in the right area and have supporting infrastructure such as GPs, parks and roads.	9	4%	Planning, building, builders, develop, site, developer, development	752
Focus on better maintenance/care of green spaces, parks, roundabouts and verges.	9	4%	Grass, green, vegetation, overgrown, verge, weeds, untidy, messy	382
NSDC should invest in sports and leisure facilities	9	4%	Fitness, leisure, pool, sport, pitch, playing field	186
Comments that Council Tax is not value for money	8	3%	Tax, money, value, expensive, cost	736
NSDC should provide more/develop the existing facilities, centres and activities for children and teenagers	8	3%	Facilities, child, teenager, young, teens	543
Comment on a negative experience contacting NSDC	8	3%	N/A	
NSDC should share information better	7	3%	Inform, hear, advert, promote, promoting, report, information, publish, magazine	310
Redevelop the Robin Hood Hotel	7	3%	Robin hood, robin hood hotel	270
Stop development of green belt/countryside	5	2%	Green belt, countryside, field, brownfield, brown field	193
Improve the poor GP facilities. They are too busy and there are not enough.	5	2%	Hospital, GP, surgery, surgeries, doctor, dentist	278

Council house tenant management issues/comments	5	2%	Home, replace, maintenance, tenant, maintain	475
The spend on Castle House is not value for money	5	2%	Kelham, premise, office	167

Stakeholder and parish and town councils were also asked what they thought NSDC should focus on, and the top topics mirrored the themes raised by residents. The main themes were;

1. Improve roads and transport infrastructure especially traffic
2. Improve/ develop resident health and wellbeing and health facilities
3. Better provision for youth and youth opportunities to reduce ASB
4. Focus on the 'forgotten' areas of Newark and Sherwood
5. Support Parish Council's to tackle ASB

Overall, the top themes identified in the comments mirror some of the services identified as the most important and most in need of improvement. For example, the importance of maintenance of roads and pavements is reflected in the prominence of themes around road infrastructure, poor roads and pavements, traffic and congestion. The importance of keeping the streets and public areas clean and tidy is reflected in the comments on cleaner issues such as fly tipping, littering and dog fouling. This is expanded further by the number of comments requesting better recycling. Whilst tackling anti-social behaviour and reducing crime is reflected in the prominence of comments around the lack of police presence and police responsiveness and requests for NSDC to focus on tackling anti-social behaviour and lowering crime.

8.8 Overall Satisfaction

In relation to where they live **79% of respondents were satisfied or very satisfied with their local area** as a place to live. **This is a 3% decrease in resident satisfaction since 2008 when 82% of respondents were fairly or very satisfied with their local area as a place to live.**

When residents were asked how they felt their local area has changed in the last four years;

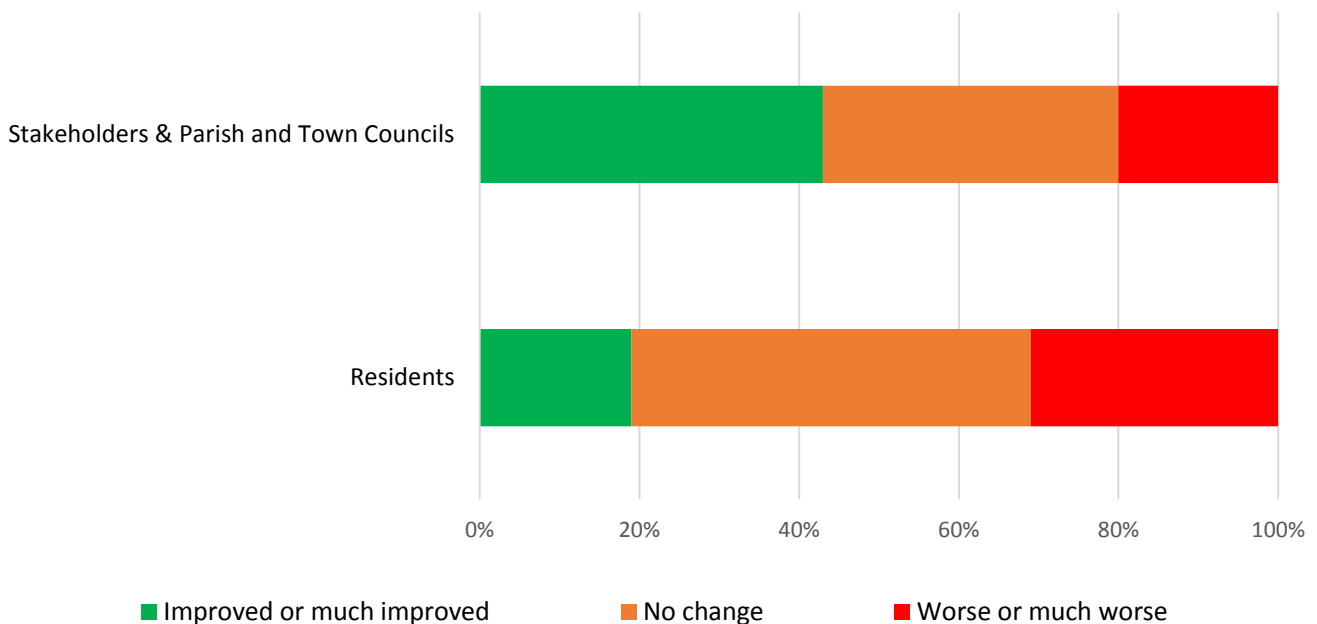
- **19%** said their local area was **improved or much improved**
- **50%** said there has been **no change**
- **31%** said their local area was **worse or much worse**

When stakeholders and parish and town councils were asked how they felt their local area has changed in the last four years (collation of stakeholders and parish/town councils);

- **43%** said their local area was **improved or much improved**
- **37%** said there has been **no change**
- **20%** said their local area was **worse or much worse**

Therefore, 69% of residents said that their local area had improved or not changed over the last four years. Stakeholders and parish and town councils were 11% more positive with 80% saying that their local area had improved or not changed.

Changes in Your Local Area of the Last Four Years

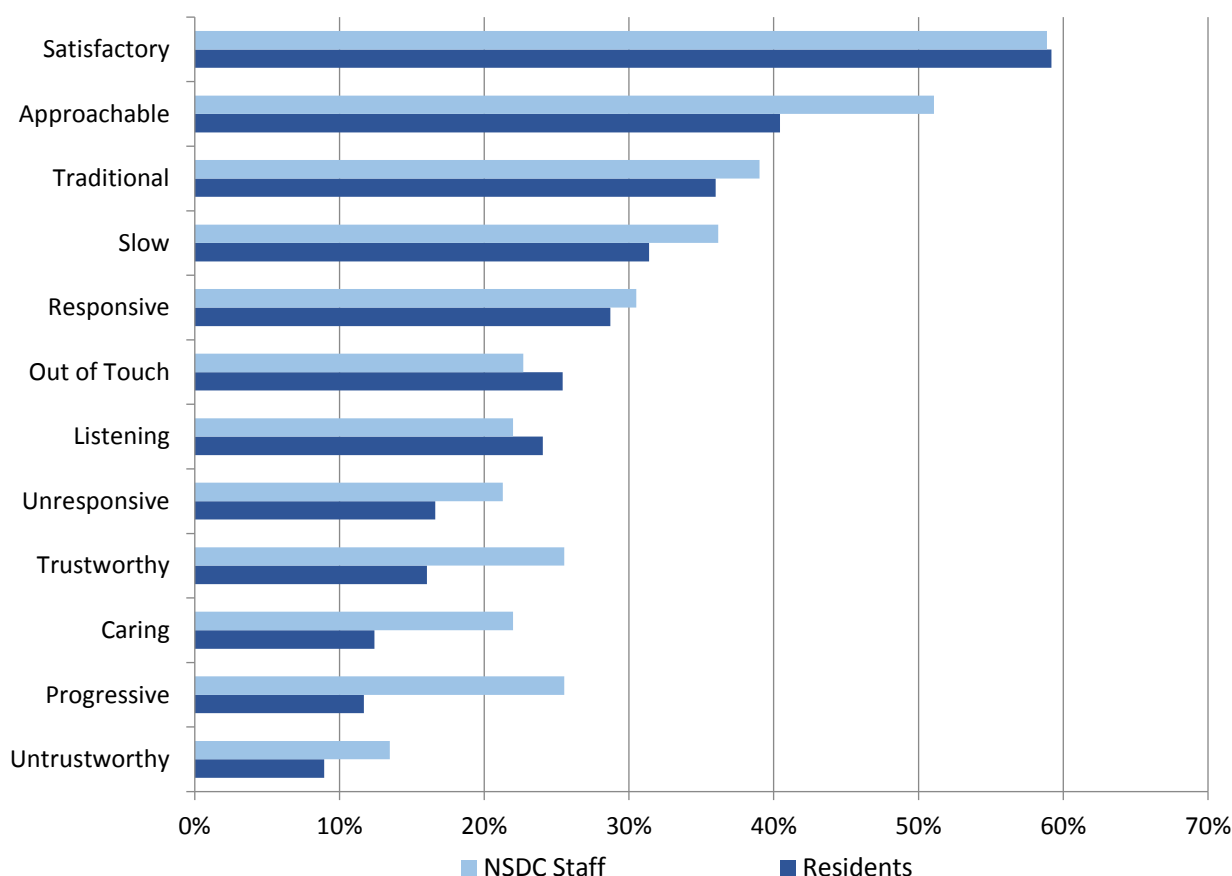


As part of the survey residents were asked to select up to five words they most strongly associated with Newark and Sherwood District Council. The most selected word was **Satisfactory**, selected by 59% of respondents, closely followed by **Approachable** selected by 40% of respondents. The highest rated negative words were **Traditional** selected by 36% and **Slow** selected by 32%.

The split of the words selected was as follows:

- **43% “positive” words** (responsive, listening, caring, trustworthy, progressive, approachable)
- **19% “neutral words** (satisfactory)
- **38% “negative” words** (slow, traditional, unresponsive, out of touch, untrustworthy)

Words Associated with Newark and Sherwood District Council



Alongside this, in the Newark and Sherwood District Council staff survey, staff were asked to select up to five words “you believe residents would most strongly associated with NSDC” and NSDC’s staff were accurate to within 6%. This shows that our staff have a good understanding of our residents.

Finally, residents were asked about their overall satisfaction with Newark and Sherwood District Council. **50% of respondents were satisfied or very satisfied with NSDC overall. This is a 9% increase in resident satisfaction since 2008 when 41% of respondents were fairly or very satisfied with the way NSDC “runs things”.**

Therefore, overall residents’ perception of their local area is mixed with 31% of residents believing their local area has worsened in the last four years however resident satisfaction with Newark and Sherwood as a council is higher than it was 10 years ago.

9. National Comparison

Since 2012 the Local Government Association (LGA) has undertaken a public poll on resident satisfaction with local councils. It is currently undertaken every four months. A representative random sample of approximately 1,000 British adults (aged 18 or over) is used and the poll is conducted over the telephone. This poll gives a national picture of resident satisfaction.

The methodology of this poll raises two issues with the data's viability. Firstly, there are 54,932,000 residents in England⁹ and therefore the sample size means this poll has a $\pm 3\%$ margin of error. This means the poll could be inaccurate by up to 6%. Secondly, where an individual polled lives in an area with more than one council they are asked to think about "*the way in which [the councils] deliver services to you overall*". Therefore, when considering their satisfaction with 'their local council' they are not differentiating between town, district and county councils. This skews the results.

However, having acknowledged these issues, this data is still useful as an indication of national patterns of satisfaction. The following is a comparison between the results of the LGA Poll in October 2018, when 1,001 British adults were polled, and the results of the NSDC resident survey.

83% of respondents were 'very satisfied' or 'satisfied' with their household waste and recycling collection service. **This is 7% higher than the national average.**

79% of respondents were 'very satisfied' or 'fairly satisfied' with their local area as a place to live. **This is 1% higher than the national average.**

79% of respondents feel 'very safe' or 'safe' when outside in their local area during the day. **This is 14% lower than the national average.** And 41% of respondents feel 'very safe' or 'safe' when outside in their local area after dark. **This is 35% lower than the national average.**

32% of respondents were 'very satisfied' or 'satisfied' with how the council responds to the concerns of its residents. **This is 24% lower than the national average.**

46% of respondents were 'very satisfied' or 'satisfied' with the information they receive regarding the work of the council. **This is 12% lower than the national average.**

50% of respondents were 'very satisfied' or 'satisfied' with 'the way their local council runs things'. **This is 10% lower than the national average.**

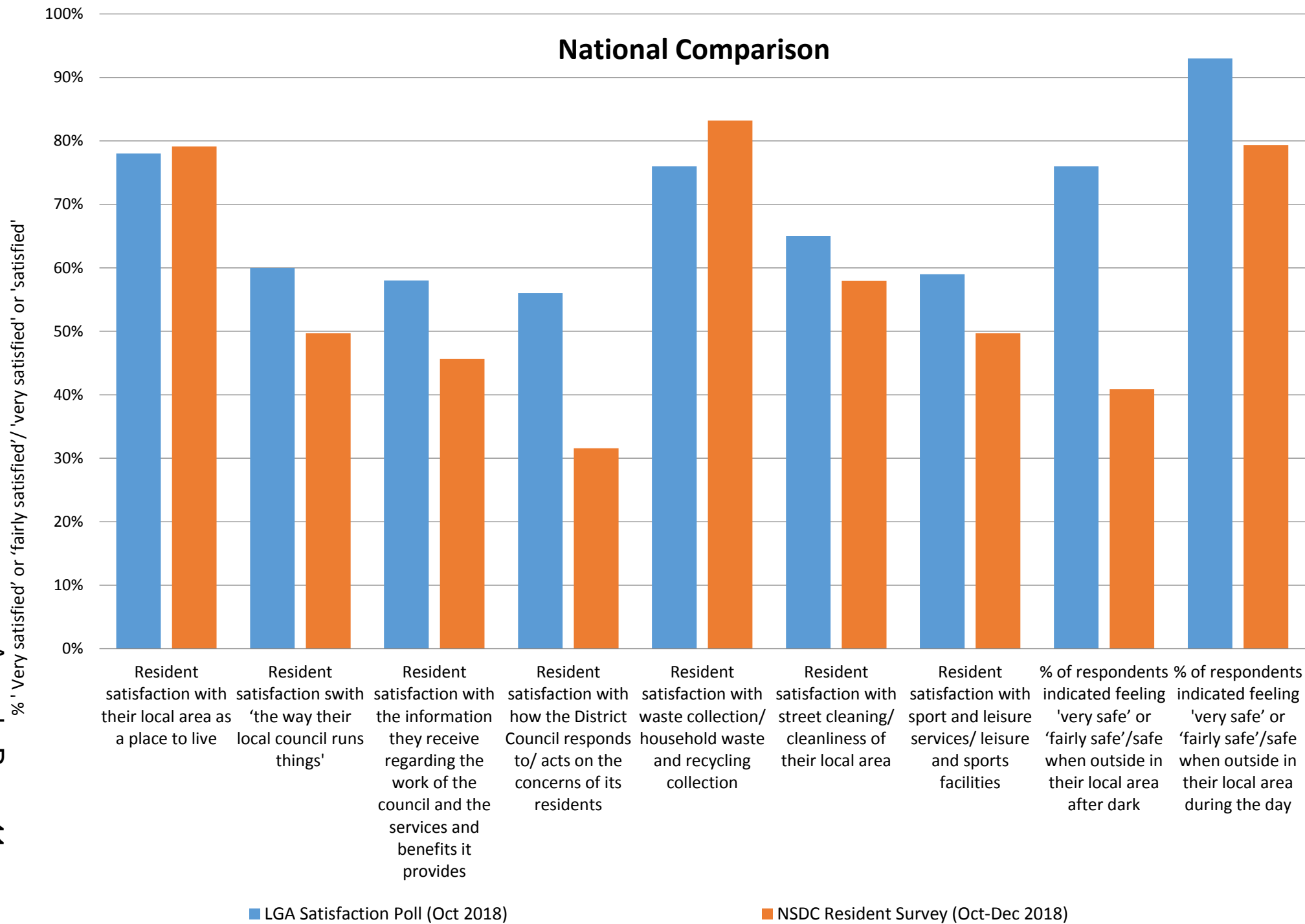
50% of respondents were 'very satisfied' or 'satisfied' with the leisure and sports facilities in their local area. **This is 9% lower than the national average.**

58% of respondents were 'very satisfied' or 'satisfied' with the cleanliness of their local area. **This is 7% lower than the national average.**

Although satisfaction with Newark and Sherwood District Council has improved since 2008 it is still lower than the national average. The areas NSDC need to focus on are; promoting feelings of safety, providing residents with more information on the council's work, responding to (and communicating on their response to) resident concerns and improving leisure and sport facilities across the district. The low rating of cleanliness is likely to relate to the dominance of 'cleaner' issues in the comment themes most notably fly tipping and dog fouling. Residents appear to be happy with their waste service overall with the issues arising from specific unsightly issues in their local areas.

⁹ Resident Population (APS Estimate), ONS 2017. This metric is an estimate of the resident population published as part of the ONS Migration Indicators Tool, derived from the Annual Population Survey (APS).

National Comparison



10. Ward Level

The results of five questions from the resident survey were analysed at ward level to identify any anomalies. Please see the appendix for the full breakdown of each ward.

10.1 The five words most strongly associated with Newark and Sherwood District Council

The most positive ward was Farnsfield with 51% of the words selected being positive. The most selected words for Farnsfield were satisfactory and approachable. **The second most positive ward was Dover Beck** with 49% of the words selected being positive. The most selected words being satisfactory and approachable. **The most negative wards**, both with 43% of the words selected being negative, were Bridge and Castle. For Bridge the two most selected words were slow and satisfactory, and for Castle traditional and satisfactory. This was closely followed by Devon and Balderton South.

10.2 The five services most in need of improvement in your local area

19 out of the 21 wards (90%) selected “maintaining roads and pavements” as the service most in need of improvement. The two wards which differed from the trend were Castle and Devon. Castle selected “creating jobs and supporting people into work” as the most important whilst Devon selected “tackling anti-social behaviour and reducing crime”.

10.3 How your local area has changed in the last 4 years

The wards that had the **highest ratings for improvement (22% of responses)** were Bridge, Edwinstowe & Clipstone, Farnsfield and Rainworth South & Blidworth. The wards that had the **highest ratings for worsening (43% and 42% of responses respectively)** were Farnsfield and Beacon.

10.4 Resident satisfaction with their local area as a place to live

The wards most satisfied with their local area as a place to live:

- Southwell (95% satisfied or very satisfied)
- Dover Beck (94% satisfied or very satisfied)
- Trent (93% satisfied or very satisfied)
- Lowdham & Farnsfield (92% satisfied or very satisfied)

The wards most dissatisfied with their local area as a place to live:

- Devon (15% dissatisfied or very dissatisfied)
- Bridge (14% dissatisfied or very dissatisfied)
- Castle & Beacon (12% dissatisfied or very dissatisfied)
- Ollerton (11% dissatisfied or very dissatisfied)

10.5 Resident satisfaction with Newark and Sherwood District Council

The wards most satisfied with Newark and Sherwood District Council

- Dover Beck (63% satisfied or very satisfied)
- Farnsfield (59% satisfied or very satisfied)
- Southwell (58% satisfied or very satisfied)
- Rainworth South & Blidworth (57% satisfied or very satisfied)

The wards most dissatisfied with Newark and Sherwood District Council

- Bridge & Castle (21% dissatisfied or very dissatisfied)
- Beacon & Devon (20% dissatisfied or very dissatisfied)
- Balderton South (18% dissatisfied or very dissatisfied)

11. Legacy

The excellent response to the resident survey shows that residents of Newark and Sherwood want to be heard, and are willing to engage with the council. Therefore, as a result of this consultation there will be a three-fold legacy to ensure that the council keeps in touch with the views of Newark and Sherwood residents.

Firstly, as part of the resident survey 2,482 residents signed up to the NSDC mailing list. This mailing lists enables the council to contact residents about the latest events and activities and give immediate service updates. This ensures there is a contact point for residents seeking to engage with the council.

Secondly, 820 residents joined the newly created Resident Panel. The Resident Panel is a group of people from across the district who would like to share their views on the area they live in and help shape the future of Newark and Sherwood. The panel was created because NSDC wish to understand the views and experiences of residents and use this understanding to ensure that council services are the best they can be. This voluntary panel is for any resident of Newark and Sherwood over the age of 18 to have their say on the Council's services, plans, proposals and development of their local area. Panel members will be asked to complete approximately three surveys a year. Members may also be invited to attend group discussions or workshops, or take part in live online debates on topics such as community safety, waste and recycling.

Thirdly, the Resident Survey will be repeated. Consultation with residents will be embedded into the strategic planning process and full consultation with residents will occur every 4years to allow NSDC to monitor its progress against the objectives, and continue to give residents the opportunity to be heard. Light-touch consultation will occur annually in association with the refresh of the corporate plan to ensure that the council is delivering on its objectives.

12. Conclusion

Residents are generally satisfied with their household waste and recycling collection service, leisure and sports facilities, parks and green open spaces, the cleanliness of their local area and their experiences interacting with NSDC. However, NSDC can improve in several areas including; resident satisfaction with the cultural and arts offer in the district, the council's responsiveness to residents, communicating how the council is listening to and responding to the concerns of its residents, and recycling provision. Especially considering that 90% of respondents said it was important or very important to them be able to live in a sustainable and environmentally aware way.

In summary, 50% of respondents were satisfied or very satisfied with NSDC. This is a 9% increase in resident satisfaction since 2008. This is reflected in the words most strongly associated with NSDC which are satisfactory and approachable. However, this is still lower than the national average, and residents' perception of their local area is mixed with 31% of residents believing their local area has worsened in the last four years. Similarly, 79% of respondents were satisfied or very satisfied with their local area as a place to live. Although the majority of residents are satisfied overall this is a 3% decrease in satisfaction since 2008.

One of the issues identified in the survey as contributing to this dissatisfaction is resident feelings of safety and togetherness. Residents feel more unsafe in their local area than 10 years ago and 29 in 100 residents feel unsafe or very unsafe in their local area after dark. There has also been a 7% decrease in feelings of "togetherness" when compared to 2008. This ties in with the identification of tackling anti-social behaviour and reducing crime as a key priority. This is also reflected in the number of resident comments on police presence. The other reasons for this dissatisfaction,

highlighted by the consultation, are; the poor condition of roads and pavements, traffic and congestion, inadequate health services, cleanliness issues such as dog fouling and fly tipping, and lack of care and support for vulnerable groups.

13. Shaping Newark and Sherwood District Council’s Corporate Objectives

The corporate objectives were initially drafted by senior officers and members whilst consultation was occurring. The results of the corporate objectives consultation were shared with the Senior Leadership Team on 16 January and presented to Business Managers on 22 January. The results of the consultation were then used to shape the draft corporate objectives at a workshop session with business managers, senior leadership and the chief executive.

The corporate objectives were shaped to reflect the points raised by residents and the key activities under each objective were prioritized to reflect feedback from residents on which areas require the most improvement. These objectives are draft until approved at Full Council in March 2019.

This image shows the proposed corporate objectives for Newark and Sherwood District Council for 2019-2023.



The list below demonstrates how the key points raised in the consultation are reflected in the objectives:

Ask: Maintain an effective waste service, focus on improving recycling, and keep local areas clean.

- ✓ *Reflected in objective "improve the cleanliness and appearance of the local environment"*

Ask: Tackle cleanliness issues such as dog fouling and fly tipping.

- ✓ *Reflected in objective "improve the cleanliness and appearance of the local environment"*

Ask: Maintain and improve parks and green spaces.

- ✓ *Reflected in objective "protect, promote and enhance the district's natural environment"*

Ask: Maintain and improve leisure and sports facilities.

- ✓ *Reflected in objective "improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes"*

Ask: Keep providing good customer service.

- ✓ *Reflected in objective "generate more income, improve value for money and increase residents' satisfaction with the Council"*

Ask: Improve the experience residents have with the cultural and arts offer within the district.

- ✓ *Reflected in objective "increase visits to Newark and Sherwood and the use of visitor attractions by local residents"*

Ask: NSDC to improve their responsiveness by listening and responding more to the needs of residents, and communicating how they are listening and responding to residents.

- ✓ *Reflected in objective "increase participation with the Council and within local communities"*

Ask: Improve resident feelings of safety and togetherness by tackling ASB and crime.

- ✓ *Reflected in objective "reduce crime, anti-social and behaviour, and increase feelings of safety in our communities"*

Ask: Improve travel infrastructure and tackle poor condition of roads and pavements, traffic and congestion and dangerous parking.

- ✓ *Reflected in objective "improve transport infrastructure to reduce congestion and facilitate growth"*

Ask: Improve the health services in the district

- ✓ *Reflected in objective "improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes"*

Ask: Improve care and support for vulnerable groups

- ✓ *Reflected in objective "reduce levels of deprivation in target areas and remove barriers to social mobility across the district" and "improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes"*

Appendix: Ward Level Analysis of the Resident Survey Results

The 5 Words you most Strongly Associate with Newark and Sherwood District Council																
	Number of responses	Responsive	Slow	Satisfactory	Traditional	Listening	Caring	Unresponsive	Trustworthy	Out of Touch	Progressive	Untrustworthy	Approachable	Positive	Neutral	Negative
Balderton North & Coddington	1,938	9%	10%	18%	11%	8%	4%	5%	5%	9%	4%	3%	13%	44%	18%	38%
Balderton South	1,287	9%	12%	18%	11%	7%	4%	7%	5%	10%	3%	3%	12%	40%	18%	43%
Beacon	2,654	8%	11%	17%	13%	8%	3%	6%	5%	9%	5%	3%	12%	41%	17%	42%
Bilsthorpe	921	9%	12%	17%	10%	9%	4%	6%	5%	10%	3%	3%	13%	42%	17%	41%
Boughton	691	9%	8%	21%	12%	8%	4%	5%	6%	7%	3%	2%	14%	44%	21%	35%
Bridge	1,722	9%	12%	15%	10%	8%	4%	6%	5%	10%	5%	4%	12%	42%	15%	43%
Castle	1,141	10%	12%	17%	12%	7%	4%	7%	5%	9%	3%	4%	11%	40%	17%	43%
Collingham	1,538	10%	9%	22%	12%	7%	4%	4%	5%	6%	3%	2%	15%	44%	22%	34%
Devon	2,388	9%	12%	16%	11%	8%	4%	6%	6%	10%	4%	4%	10%	41%	16%	43%
Dover Beck	709	12%	6%	22%	12%	10%	4%	5%	5%	5%	2%	1%	15%	49%	22%	29%
Edwinstowe & Clipstone	2,242	9%	10%	18%	12%	7%	4%	6%	5%	9%	4%	4%	13%	41%	18%	40%
Farndon & Fernwood	1,545	9%	11%	19%	13%	7%	3%	6%	4%	9%	4%	3%	12%	38%	19%	42%
Farnsfield	784	11%	6%	23%	12%	10%	3%	3%	7%	4%	3%	2%	17%	51%	23%	26%
Lowdham	843	10%	9%	22%	13%	7%	4%	5%	6%	6%	2%	1%	15%	44%	22%	33%

Muskham	906	8%	11%	20%	13%	8%	4%	5%	4%	9%	3%	2%	13%	40%	20%	40%
Ollerton	1,783	10%	10%	19%	10%	9%	5%	5%	5%	8%	5%	2%	13%	47%	19%	35%
Rainworth North & Rufford	1,674	9%	8%	20%	12%	8%	4%	5%	5%	7%	4%	2%	14%	45%	20%	35%
Rainworth South & Blidworth	1,225	11%	10%	19%	10%	8%	4%	5%	6%	8%	3%	2%	14%	46%	19%	35%
Southwell	2,432	10%	8%	23%	13%	7%	4%	3%	7%	5%	3%	2%	15%	47%	23%	30%
Sutton-on-Trent	890	10%	9%	20%	13%	8%	4%	5%	6%	7%	4%	2%	14%	45%	20%	35%
Trent	695	10%	8%	27%	13%	6%	3%	4%	4%	4%	3%	1%	15%	43%	27%	30%

Totals highlights in yellow are above average. Totals highlighted in green are the most positive. Totals highlighted in red are the most negative.

The Five Services that are in the Most Need of Improvement in Your Local Area																
	No. of responses	Activities and facilities for young people	Care and support for vulnerable groups	Creating jobs and supporting people into work	Keeping the streets and public areas clean and tidy	Maintaining roads and pavements	Providing arts and cultural services, such as the National Civil War Centre	Providing community events and activities	Providing decent and affordable homes	Providing health services such as doctors and dentists	Providing well maintained parks and green open spaces	Public transport	Refuse collection and recycling	Shops and markets	Sports and leisure facilities	Tackling Anti-Social Behaviour and reducing Crime
Balderton North & Coddington	2,899	6%	8%	5%	9%	17%	1%	2%	8%	9%	2%	7%	5%	6%	2%	15%
Balderton South	1,928	7%	8%	6%	9%	17%	1%	2%	8%	8%	3%	6%	4%	3%	2%	15%
Beacon	3,908	5%	7%	5%	11%	17%	1%	2%	7%	8%	3%	5%	4%	6%	2%	15%
Bilsthorpe	1,305	8%	8%	5%	8%	16%	1%	2%	7%	10%	4%	8%	3%	4%	4%	10%
Boughton	1,091	5%	8%	5%	9%	17%	1%	2%	8%	10%	2%	9%	5%	6%	3%	11%
Bridge	2,375	6%	7%	6%	12%	16%	1%	2%	8%	8%	4%	5%	5%	4%	2%	14%
Castle	1,445	8%	9%	13%	9%	6%	3%	5%	4%	7%	3%	3%	9%	6%	10%	5%
Collingham	2,361	6%	10%	5%	6%	18%	1%	2%	9%	8%	2%	10%	5%	5%	2%	10%

Devon	3,441	6%	8%	6%	10%	16%	1%	2%	7%	9%	3%	5%	4%	6%	1%	16%
Dover Beck	1,039	5%	10%	4%	9%	19%	0%	2%	7%	9%	3%	12%	6%	5%	3%	8%
Edwinstowe & Clipstone	3,447	8%	7%	6%	7%	15%	1%	2%	7%	9%	3%	6%	4%	6%	4%	14%
Farndon & Fernwood	2,371	6%	9%	5%	7%	17%	1%	2%	8%	10%	2%	7%	5%	5%	2%	14%
Farnsfield	1,223	7%	9%	3%	6%	17%	1%	2%	9%	14%	1%	12%	4%	4%	3%	8%
Lowdham	1,278	7%	8%	4%	9%	18%	1%	2%	9%	10%	2%	10%	7%	2%	3%	11%
Muskham	1,351	6%	9%	4%	7%	20%	1%	1%	8%	8%	2%	12%	5%	5%	2%	11%
Ollerton	2,678	7%	8%	7%	10%	16%	1%	1%	8%	9%	3%	6%	4%	6%	3%	12%
Rainworth North & Rufford	2,444	7%	7%	5%	10%	16%	1%	2%	7%	9%	4%	7%	5%	4%	3%	13%
Rainworth South & Blidworth	1,806	7%	7%	6%	10%	16%	1%	2%	8%	8%	4%	6%	6%	3%	2%	14%
Southwell	3,694	7%	8%	5%	7%	19%	1%	1%	11%	9%	3%	8%	6%	4%	2%	10%
Sutton-on-Trent	1,331	8%	8%	5%	8%	18%	1%	3%	10%	6%	3%	8%	5%	4%	3%	9%
Trent	1,198	5%	8%	4%	7%	20%	1%	1%	10%	9%	3%	13%	6%	3%	2%	9%
Highlighted in yellow are the top 5 services requiring improvement for each ward. Highlighted in red is the service rated as most in need of improvement.																

How do you feel your local area has changed in the last 4 years?										
	Number of responses	Much Improved	Improved	No Change	Worse	Much Worse	Improved	No Change	Worse	Comparison
Balderton North & Coddington	626	1%	16%	50%	25%	7%	18%	50%	32%	Worse
Balderton South	407	1%	16%	47%	27%	8%	18%	47%	35%	Worse
Beacon	858	2%	14%	43%	32%	10%	16%	43%	42%	Worse
Bilthorpe	280	0%	15%	59%	18%	8%	15%	59%	26%	Worse
Boughton	241	2%	15%	53%	24%	6%	16%	53%	31%	Worse
Bridge	504	2%	19%	38%	31%	9%	22%	38%	41%	Worse
Castle	372	1%	17%	45%	28%	9%	18%	45%	38%	Worse
Collingham	536	1%	20%	57%	20%	1%	21%	57%	21%	None
Devon	743	3%	16%	41%	29%	11%	19%	41%	40%	Worse
Dover Beck	242	2%	17%	62%	17%	2%	19%	62%	19%	None
Edwinstowe & Clipstone	731	2%	20%	43%	26%	9%	22%	43%	35%	Worse
Farndon & Fernwood	526	2%	19%	52%	24%	4%	21%	52%	28%	Worse
Farnsfield	274	1%	20%	36%	37%	5%	22%	36%	43%	Worse
Lowdham	283	1%	12%	65%	19%	2%	13%	65%	22%	Worse
Muskham	298	1%	14%	62%	20%	3%	15%	62%	23%	Worse
Ollerton	577	2%	19%	48%	23%	7%	21%	48%	31%	Worse
Rainworth North & Rufford	527	1%	17%	49%	27%	6%	18%	49%	33%	Worse
Rainworth South & Blidworth	390	2%	19%	51%	21%	7%	22%	51%	27%	Worse
Southwell	848	1%	18%	60%	19%	2%	19%	60%	21%	Worse
Sutton-on-Trent	296	3%	10%	63%	20%	4%	13%	63%	24%	Worse
Trent	280	1%	20%	63%	15%	2%	20%	63%	17%	Improved

Highlighted in yellow are above average

Please rate your overall satisfaction with your local area as a place to live																					
	Balderton North & Coddington	Balderton South	Beacon	Bilsthorpe	Boughton	Bridge	Castle	Collingham	Devon	Dover Beck	Lowdham & Clipstone	Farnworth & Fernwood	Farnsfield	Lowdham	Muskham	Ollerton	Rufford	Blidworth	Southwell	Sutton-on-Trent	Trent
Very Satisfied	22%	14%	17%	16%	21%	10%	13%	41%	13%	48%	23%	32%	38%	41%	42%	14%	18%	21%	49%	36%	48%
Satisfied	57%	63%	55%	58%	55%	52%	56%	49%	52%	46%	53%	59%	54%	51%	45%	56%	58%	57%	46%	54%	46%
Neither Satisfied or Dissatisfied	13%	14%	15%	17%	17%	24%	18%	8%	20%	4%	14%	6%	6%	6%	11%	20%	15%	13%	4%	6%	5%
Dissatisfied	6%	9%	10%	7%	5%	12%	10%	1%	12%	2%	7%	3%	1%	1%	3%	9%	8%	8%	1%	4%	2%
Very Dissatisfied	1%	1%	3%	2%	2%	1%	3%	0%	3%	0%	3%	0%	0%	0%	0%	2%	2%	2%	0%	1%	0%
Satisfied or very satisfied	79%	77%	72%	74%	76%	62%	70%	90%	65%	94%	77%	91%	92%	92%	86%	69%	76%	78%	95%	90%	93%
Neither	13%	14%	15%	17%	17%	24%	18%	8%	20%	4%	14%	6%	6%	6%	11%	20%	15%	13%	4%	6%	5%
Dissatisfied or very dissatisfied	7%	10%	12%	9%	7%	14%	12%	1%	15%	2%	10%	3%	2%	1%	3%	11%	9%	9%	2%	4%	2%

Please rate your overall satisfaction with Newark and Sherwood District Council																					
	Balderton North & Coddington	Balderton South	Beacon	Bilthorpe	Boughton	Bridge	Castle	Collingham	Devon	Dover Beck	Lowthorpe & Clipstone	Farndon & Fernwood	Farnsfield	Lowdham	Muskham	Ollerton	Hamworth North & Rufford	Hamworth South & Blidworth	Southwell	Sutton-on-Trent	Trent
Very Satisfied	5%	7%	4%	6%	8%	5%	6%	7%	5%	10%	8%	7%	7%	9%	5%	7%	6%	10%	6%	9%	6%
Satisfied	43%	37%	41%	40%	44%	36%	39%	48%	40%	54%	40%	44%	52%	45%	46%	42%	44%	47%	53%	45%	49%
Neither Satisfied or Dissatisfied	36%	39%	35%	38%	33%	38%	34%	36%	35%	29%	36%	36%	31%	36%	35%	39%	36%	28%	33%	35%	38%
Dissatisfied	13%	13%	15%	11%	10%	15%	14%	8%	16%	5%	12%	9%	9%	8%	9%	9%	12%	11%	7%	9%	6%
Very Dissatisfied	3%	5%	5%	5%	5%	5%	7%	1%	4%	3%	5%	4%	1%	2%	5%	3%	2%	4%	2%	2%	2%
Satisfied or very satisfied	48%	44%	45%	46%	52%	42%	46%	54%	46%	63%	47%	51%	59%	55%	51%	49%	50%	57%	58%	54%	55%
Neither	36%	39%	35%	38%	33%	38%	34%	36%	35%	29%	36%	36%	31%	36%	35%	39%	36%	28%	33%	35%	38%
Dissatisfied or very dissatisfied	16%	18%	20%	15%	14%	21%	21%	10%	20%	7%	17%	13%	10%	10%	14%	12%	14%	14%	8%	11%	8%

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

COMMUNITY PLAN 2019 - 23

1.0 Purpose of Report

- 1.1 To provide members with an opportunity to comment on the final draft of a new Community Plan with a view to recommending the same to Full Council for adoption.

2.0 Background Information

- 2.1 Following a change in political and managerial leadership, the Council's current Corporate Plan has been reviewed and refreshed. In part, this is in response to a renewed focus on the 'Cleaner, Safer, Greener' agenda and also in recognition of the need for greater clarity and understanding about what the Council is trying to achieve – one of the recommendations of the 2016 Peer Review.
- 2.2 The development of the revised objectives included within the plan commenced during September 2018 and since that time have been updated and refined following consultation with a range of stakeholders including, lead members (Chairs of Committees), members of the Senior Leadership Team and Business Managers.
- 2.3 The Vision and Values for the Council have also been reviewed and updated to better reflect the Council's purpose and make clear: what we are here to do; and how we will go about it.
- 2.4 The Council also undertook a consultation exercise with residents and other key stakeholders between October and December 2018 so that findings from the survey could be used to sense check the objectives included with the Corporate Plan and where appropriate refine/amend these. Feedback has also been used to prioritise activities under each of the objectives. Further details in relation to the findings from the survey and how this has been used to shape the Council's objectives is covered elsewhere on the agenda.

3.0 Proposals

- 3.1 Rather than refer to the document as a Corporate Plan, it is proposed to be named Newark and Sherwood's Community Plan. A copy of the final draft is attached to this report as Appendix A. This better reflects the largely outward facing nature of the plan and acknowledges that its delivery is not something that the Council can achieve on its own.
- 3.2 The opportunity has been taken to revisit not only what the Council is aiming to achieve (its objectives) but also its core purpose and values. It is crucial that these are brought to life within in the organisation, impacting in a very real and practical way that we serve the local community and interact with each other and with partners.
- 3.2.1 ***Our Purpose:*** Newark and Sherwood already has much to be proud of. A captivating history, beautiful countryside, characterful market towns, world renowned businesses and an enviable location at the crossroads of the country's transportation network. We want to do all that we can to enable local residents and businesses to flourish and fulfil their

potential as well as encouraging more visitors to enjoy all that Newark and Sherwood has to offer. In order to achieve these, we will be locally focused and nationally connected – driven by what matters most to the people we serve and with a perspective and relationships stretching well beyond our boundaries.

3.2.2 **Our Values:**

- Ambitious and Forward thinking (focused on achieving the very best and always looking to improve and innovate);
- Caring and compassionate (sensitive to the different needs and circumstances of others; seeks to empower people to fulfil their potential);
- Commercial and business-like (careful and creative with resources; securing value for money);
- Professional and trustworthy (consistently delivering on promises; providing good quality and demonstrating integrity);
- Welcoming and responsive (approachable, open to feedback and challenge and swift to act).

3.3 The plan has been developed around addressing the needs of our communities and includes eleven objectives underpinned by supporting actions. A summary of the objectives has been included below:

- Improve the cleanliness and appearance of the local environment;
- Reduce crime and anti-social behaviour, and increase feelings of safety in our communities;
- Improve transport infrastructure to reduce congestion and facilitate growth;
- Accelerate the supply of new homes including associated facilities (playing pitches, health, schools, community centres etc);
- Increase visits to Newark and Sherwood and the use of visitor attractions by local residents;
- Protect, promote and enhance the district's natural environment;
- Enhance and sustain Newark Town Centre;
- Reduce levels of deprivation in target areas and remove barriers to social mobility across the district;
- Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes;
- Increase participation with the Council and within local communities;
- Generate more income, improve value for money and increase residents' satisfaction with the Council.

3.4 A range of Key Performance Indicators have been developed to enable the Council to measure progress against the plan. Quarterly performance reports will be presented to committees to highlight progress made against actions underpinning each of the objectives.

3.5 Finally the plan makes reference to the recent resident consultation exercise to demonstrate to residents how the feedback has been used to shape the final content of the plan. Reference is also made to arrangements for future consultation and annual update of the plan.

4.0 Equalities Implications

4.1 When developing the Community Plan we have had regard to the Equality Objectives contained within our Equality Strategy to ensure as far as possible that our plan furthers these objectives. In particular our plan makes a clear link between how we will work with others to improve the life chances of different groups by pooling information, resources and action planning. We also make reference to how we will better understand our communities through the collection and analysis of information, and engaging with partners as appropriate. When reviewing our services we will also ensure that they are accessible and meet the needs of our citizens.

5.0 Financial Implications

5.1 Activities identified within the plan have been considered as part of the medium term financial planning process, and where appropriate additional funding will be sought in years 2, 3 and 4 of the plan through the normal budgetary process.

6.0 RECOMMENDATION

That the Committee provide feedback on the Community Plan 2019 - 2023 and recommend it to Council for approval and adoption.

Reason for Recommendation

To enable the Council to adopt a revised plan which in turn will provide focus around delivering what matters most to our communities.

Background Papers

Corporate Objectives Consultation Report.

For further information please contact Tracey Piper on Ext 5219

Karen White

Director – Governance and Organisational Development

Community Plan

2019-2023 (Updated February 2019)

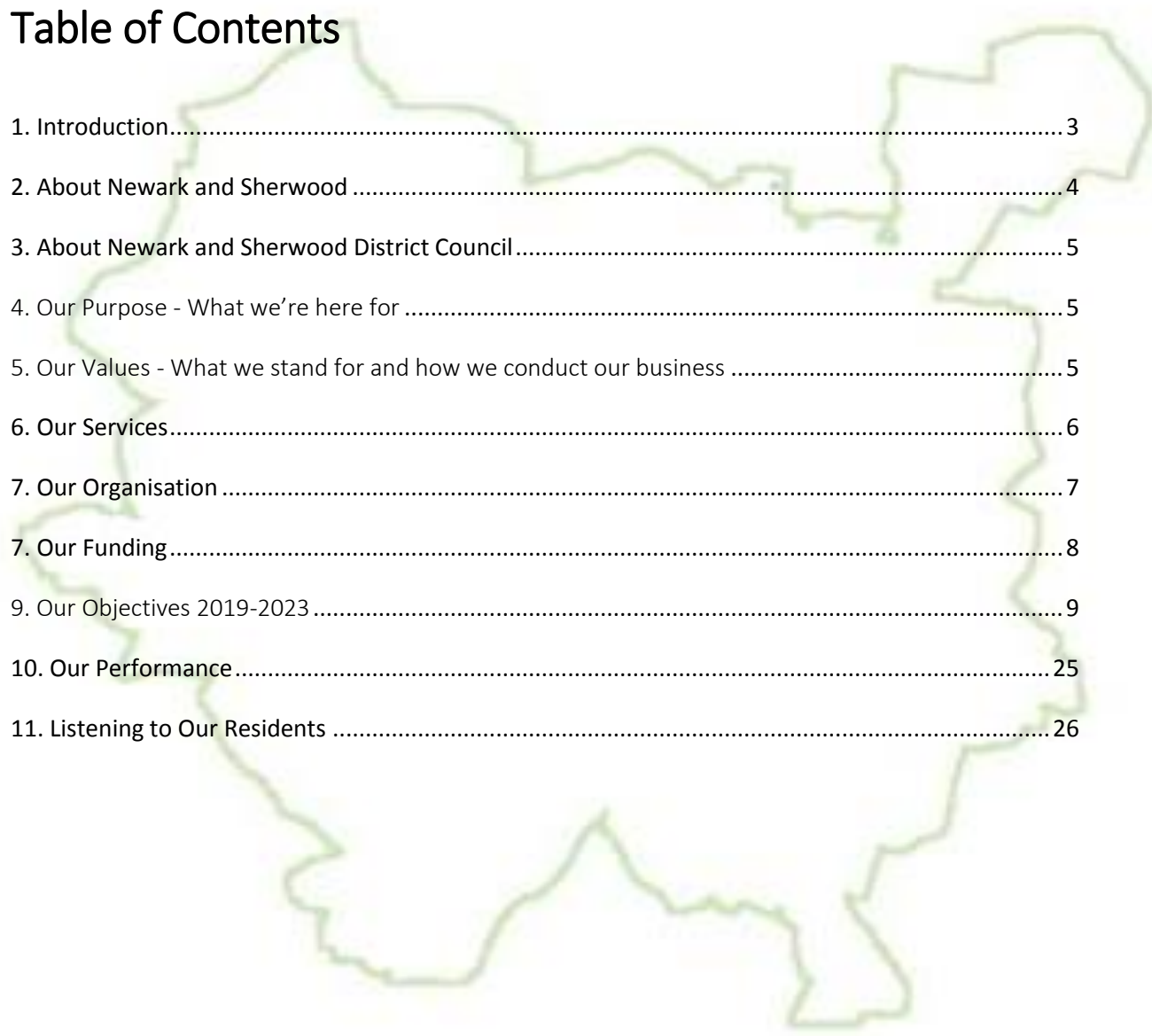
Newark and Sherwood District Council



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL



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1. Introduction

Welcome to Newark and Sherwood's Community Plan covering the period 2019-2023. The plan sets out what the Council intends to achieve over the next four years to improve residents' quality of life and enable those who live, work and invest in Newark and Sherwood to prosper and fulfil their potential.



Our Community Plan is underpinned by feedback from those we serve and work alongside. Between October and December 2018, we carried out a major consultation exercise, receiving 11,224 responses from local residents in addition to feedback from parish councils, local businesses and other partners. We can be confident, therefore, that our focus is on the things that matter most to those who live and work in Newark and Sherwood.



It's also worth emphasising that our Community Plan is not something that Newark and Sherwood District Council can deliver on its own. Tackling crime, improving health and providing new homes and jobs are just some of the many examples where we rely on the excellent support from partners across the public, private and voluntary sectors. In addition, whilst our attention is on local priorities, it's also crucial that we network and influence on a much larger scale in order to generate the investment that we desperately need to provide major items of infra-structure such as the Southern Link Road and A46 northern by-pass.



Since 2010, our funding from national government has been reduced by 60%, equivalent to £6.198m as part of a wider programme to reduce the national debt. Rather than allowing this to limit our ambitions for the local community, we're becoming increasingly commercial to generate new income streams at the same time as retaining our public service ethos.

We hope that the Community Plan expresses our passion and enthusiasm to make a difference and gives you a useful insight into what we're striving to achieve and how we intend to go about that.



John Robinson
Chief Executive



Councillor David Lloyd
Leader of the Council

3. About Newark and Sherwood District Council

Newark and Sherwood District Council serves 120,965 people, covering over 65,134 hectares of land, which contains 84 civil parishes and 21 wards. 39 elected members represent the District and work in collaboration with 435 employees to high quality services to residents.

4. Our Purpose - What we're here for

Newark and Sherwood already has much to be proud of. A captivating history, beautiful countryside, characterful market towns, world renowned businesses and an enviable location at the crossroads of the country's transportation network. We want to do all that we can to enable local residents and businesses to flourish and fulfil their potential as well as encouraging more visitors to enjoy all that Newark and Sherwood has to offer. In order to achieve these, we will be locally focused and nationally connected – driven by what matters most to the people we serve and with a perspective and relationships stretching well beyond our boundaries.

5. Our Values - What we stand for and how we conduct our business

We want to serve our local community the best way we possibly can. As public servants we place a great emphasis on adopting a public sector ethos and seek to embody this in the way that we interact with you and with each other. As part of the community plan re-refresh we have revisited the Council's Purpose and Values to make it clear what we are here to do and how we will go about it.

'Serving People, Improving Lives'

Ambitious and forward thinking

Focused on achieving the very best and always looking to improve and innovate.

Caring and compassionate

Sensitive to the different needs and circumstances of others; seeks to empower people to fulfil their potential.

Commercial and business-like

Careful and creative with resources; securing value for money.

Professional and trustworthy

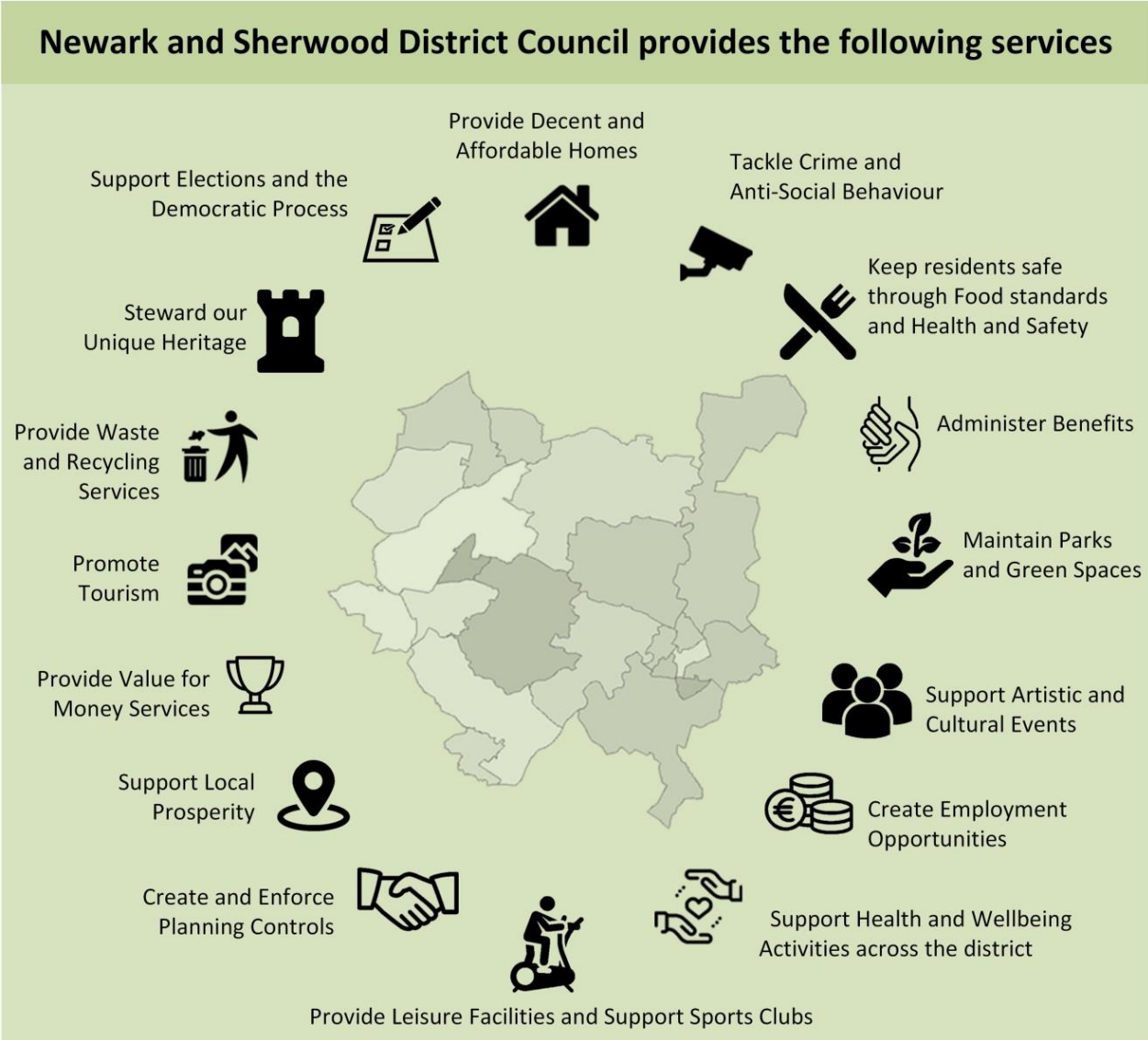
Consistently delivering on promises; providing good quality and demonstrating integrity.

Welcoming and responsive

Approachable, open to feedback and challenge and swift to act.

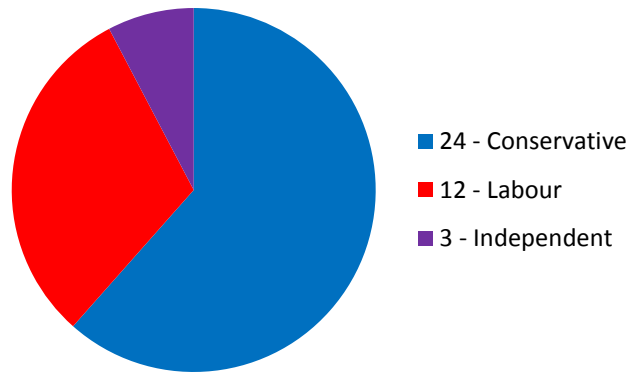
6. Our Services

Newark and Sherwood District Council provides a range of services as highlighted in the image below. Some of these services are universal, for the benefit of everyone and are highly visible. Examples include refuse collection, street cleaning and parks and playgrounds. Other services we provide are more targeted, for the benefit of specific individuals or groups of individuals. Examples include providing temporary accommodation for people who are homeless and housing adaptations for people with disabilities. It is also important to emphasise that the services we directly provide are just one aspect of our role. Very often, we work in partnership with others to commission and influence services that benefit local people and local businesses.



7. Our Organisation

Residents of Newark and Sherwood are represented by 39 elected members. At the time of preparing this plan, the political composition of the Council is as follows:



Councillors are responsible for making decisions on behalf of the local community about a wide range of local services. The work of a Councillor includes helping and supporting individuals and local organisations, campaigning on local issues, representing the interests of Newark and Sherwood at a County, Regional and National level. Councillors appoint a Leader and Deputy Leader to provide political leadership and direction for the Council as a whole. Significant decisions are taken by a number of Committees, for example, dealing with planning, housing or environmental matters. Each year, Councillors also appoint a Chairman to undertake civic responsibilities on behalf of the whole Council.

Find out more about our Councillors here:

www.democracy.newark-sherwooddc.gov.uk/mgMemberIndex

Find the Member representative for each ward here:

www.newark-sherwooddc.gov.uk/Councillors/Councillorsbyward

The Council employs 435 members of staff divided into four areas as shown below.

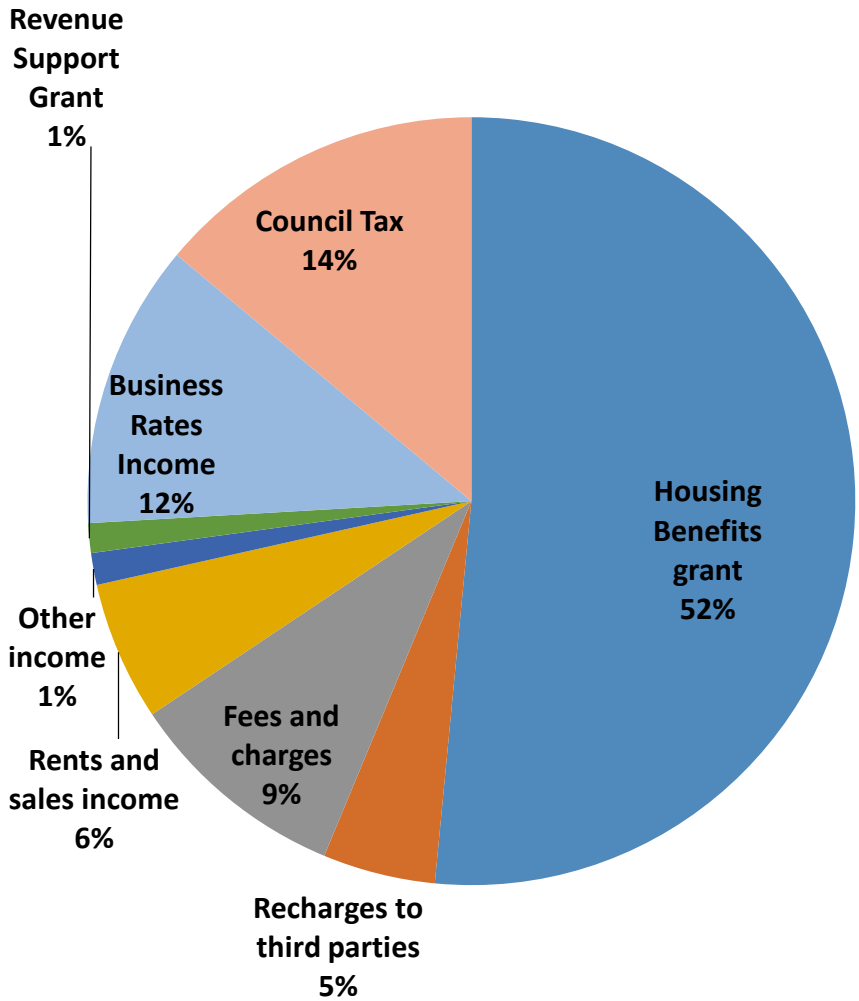


7. Our Funding

Over the past decade, the amount of funding available to Newark and Sherwood District Council has reduced significantly. Central Government funding for Newark and Sherwood District Council has reduced from £7.5 million in 2014/15 to £4.1 in 2018/19 representing a 45% reduction in core funding.

Therefore, in order to continue to deliver high quality services, the Council has re-organised its operations in order to reduce expenditure and increase its income. Further details of our plans to generate additional income can be found in the Commercial Strategy and Investment Plan. Further information on service expenditure can be found in Newark and Sherwood District Council’s annual Statement of Accounts.

The diagram below provides a breakdown of how Newark and Sherwood District Council activities were funded for 2018/19.



9. Our Objectives 2019-2023



Improve the cleanliness and appearance of the local environment



Reduce crime and anti-social behaviour, and increase feelings of safety in our communities



Improve transport infrastructure to reduce congestion and facilitate growth



Accelerate the supply of new homes including associated facilities



NEWARK & SHERWOOD
DISTRICT COUNCIL



Increase visits to the District and the use of visitor attractions by local residents



Protect, promote and enhance the district's natural environment



Enhance and sustain Newark town centre



Reduce levels of deprivation in target areas and remove barriers to social mobility across the district



Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes



Increase participation with the Council and within local communities



Generate more income, improve value for money and increase residents' satisfaction with the Council



Improve the cleanliness and appearance of the local environment

What do we want to achieve?

In mid-2018 we launched our Cleaner, Safer, Greener campaign. We are keen to build on its success and create cleaner, safer and greener places for our communities to live in. This is in-keeping with the views of our residents with 51% of the respondents in the resident survey selecting “keeping the streets and public areas clean and tidy” as one of the most important services to them with 41% of respondents stating that it is an area in need of improvement. Over the period of the plan we will focus our efforts on reducing the amount of littering, fly tipping, graffiti and dog fouling in the District. We aim to do this by working with schools, businesses, and residents through a combination of support, education and enforcement activities.

We will do this by:

Reducing littering, fly-tipping, graffiti and dog fouling, through a programme of education aimed at changing behaviours to include:

- Running targeted campaigns to reduce incidences of littering, fly tipping, graffiti, and dog fouling; the recent launch of PAWS which promotes responsible dog ownership is an example of such a campaign;
- Designing/delivering a school engagement programme, targeted at areas where there are high incidences of litter and tailored according to the ages of the children e.g. focus on education for younger children and deterrence for older children;
- Increasing awareness and take up of the bulky waste collection service offered by the Council.

Increasing the number/profile of enforcement actions by:

- Maximising communications around high level enforcement actions undertaken by the Council ;
- Increasing the number of Fixed Penalty Notices (FPNs) issued;
- Increasing public awareness of the consequences of fly tipping;

Supporting communities to build civic pride and facilitating activities to enable communities to improve their local areas by:

- Developing a network of volunteers;
- Facilitating community litter picks.

Working with, and influencing, organisations and businesses to promote change including:

- Considering how to reduce litter from takeaway establishments;
- Responding to the National Waste Strategy;
- Working with partners to tackle nuisance neighbourhood offences;
- Lobbying Nottinghamshire County Council regarding access to recycling centres and the reduction of fly tipping;
- Engaging with social media providers to increase awareness of the issue of littering, fly tipping, graffiti and dog fouling.

Targeting heavily littered areas including:

- Trunk roads on the A1, A46 and A617 (subject to funding);
- Litter ‘hot spots’ across the district.

Taking steps to address all forms of street clutter including:

- Defining what we mean by street clutter, conducting an audit of street clutter across the district and developing/implementing an action plan to address.

Reviewing/allocating resources to continue to deliver against the Cleaner, Safer, Green (CSG) agenda as part of normal day to day operations:

- Re-allocating resources to increase capacity around street cleansing.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
Percentage of failing sites - street and environmental cleanliness – litter and detritus.		Quarterly	Waste & Transport
Percentage of respondents to the resident survey satisfied or very satisfied with the cleanliness of their local area		Annually	HR & Organisational Development
Total number of FPNs and CPNs issued for environmental offences		Quarterly	Public Protection
Number of community activities facilitated by NSDC aimed at improving local areas		Quarterly	Waste & Transport/ Public Protection
Average no. of days taken to respond to fly tipping requests		Quarterly	Waste & Transport
Average no. of days taken to respond to graffiti requests		Quarterly	Waste & Transport



Reduce crime and anti-social behaviour, and increase feelings of safety in our communities.

What do we want to achieve?

As a Council we recognise the importance of providing our residents with a safe place to live. To achieve this we will work with partner organisations to help reduce the incidences of crime and anti-social behaviour (ASB) by gathering and using intelligence more effectively to ensure a more consistent and coherent approach when responding to unlawful behaviour. We will also seek to implement a programme of diversionary activities to help improve behaviour to reduce incidences of ASB generally. During the period of the plan we also hope to reduce the fear of crime within our communities by increasing the visible presence of uniformed officers and maximising the use of CCTV. Feedback from the 2018 Resident Survey shows that 79% of residents feel safe during the day. This falls at night with only 41% of residents feeling safe in their local area after dark. This is 35% lower than the national average highlighting this is a key area for improvement. At the end of the period of this plan we hope to have improved feelings of safety across our communities.

We will do this by:

Increasing visible presence of uniformed officers

Improving intelligence gathering regarding crime and Anti-Social Behaviour (ASB) by:

- Encouraging the reporting of ASB and low level crime;
- Increasing visibility of officers on the street to promote 'ad hoc' reporting of crime and ASB;
- Publicising outcomes of formal actions taken against individuals who are responsible for large amounts of ASB;
- Engaging with community groups to improve intelligence gathering.

Maximising the use and coverage of Close Circuit Television (CCTV) to increase feelings of safety through:

- Overlaying crime and ASB hotspots with CCTV coverage;
- Investigating the use of mobile, re-deployable and covert cameras to target hotspots – e.g. the use of waste vehicle dash-cams to capture ASB and environmental offences such as fly tipping;
- Investing in new technology to improve camera images and coverage as well as increasing accessibility to images captured to support enforcement actions by the Council, the police and other relevant agencies.

Implementing a programme of diversionary activities to support individuals and communities in order to improve behaviours by:

- Working with the community using the Ollerton Community Alcohol Partnership and considering potential to roll out across other areas within the district;
- Working with arts and community arts projects/ programmes.

Positively engaging with the Gypsy and Traveller community to address public perceptions that firmer and more consistent enforcement action is required by:

- Working with the Police to tackle the minority of people and groups who cause disruption and/or reputational damage within the Gypsy and Traveller Community;
- Working with partners and the Gypsy and Traveller community to improve access to services and levels of take-up;
- Adopting and implementing a consistent and robust approach to unauthorised Gypsy and Traveller encampments.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
Number of 'proactive joint Police activities' including joint visits, nights of action and joint actions		Quarterly	Public Protection
Percentage of residents surveyed who feel safe or very safe in their local area (by day)		Annually	HR & Organisational Development
Percentage of residents surveyed who feel safe or very safe in their local area (by night)		Annually	HR & Organisational Development
Percentage reduction in all crime - Newark and Sherwood		Quarterly	Public Protection
Percentage reduction in recorded ASB – Newark and Sherwood		Quarterly	Public Protection
Percentage of CCTV recorded incidents that are proactively generated		Quarterly	Public Protection



Improve transport infrastructure to reduce congestion and facilitate growth

What do we want to achieve?

Over the plan period we will work with partners and other agencies to ensure that the district's interests continue to be represented by lobbying for improvements to transport infrastructure to reduce congestion, ensure that our communities are better connected, and enable housing and employment growth. We will also seek to improve public transport provision within and across the district in-line with resident feedback.

We will we do this by:

- Promoting, facilitating and delivering where appropriate key infrastructure that the market is unable to deliver alone;
- Be proactive in pressing to secure funding to deliver the Newark Northern A46 Bypass as part of the national roads improvement programme through lobbying, working with partners, and technical liaison with delivery and funding partners;
- Closing the funding gap to enable delivery of the Newark Southern Link Road (SLR);
- Funding, designing and building an upgraded A1 Overbridge at Fernwood to mitigate identified highway impacts from the developments to the south of Newark;
- Assisting Nottinghamshire County Council in identifying and securing private sector match funding to improve Ollerton Roundabout alongside the Non-Strategic Roads Network (NSRN) public grant funding;
- Lobbying, influencing and securing Rail Franchise discussions with Network Rail and other operators to improve public transport provision.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
% Progress on Newark Southern Link Road		Annual	Planning Policy



Accelerate the supply of new homes including associated facilities (playing pitches, health, schools, community centres etc.)

What do we want to achieve?

The lack of housing is a national and local issue. This view is also shared by residents within our communities who consider that this is something that the Council should seek to influence. By working with developers, partner organisations and individuals we hope to unlock key development sites to facilitate the delivery of a range of mixed tenure homes across the district. We will also work directly with individuals to ensure that planning decisions are made in a timely and effective manner.

We will do this by:

Providing a responsive and proactive Planning service by:

- Completing the Development Plan Review;
- Maintaining an up to date evidence base of housing need (including employment context) to inform Planning decisions;
- Providing timely, clear and professional planning advice and decisions;
- Identifying sites for Gypsy and Traveller provision.
- Exploring ways to enable delivery of stalled sites;
- Enabling partnerships in order to develop sites.

Direct delivery of homes:

- Our Housing Revenue Account will deliver 335 homes by 2021/22;
- The Council's development company Arkwood Developments Ltd will deliver 300 homes by 2026/27 (mix and intent);
- Bringing forward land for development on Bowbridge Road;
- Progressing implementation of Yorke Drive regeneration scheme;
- Progressing Lowfield Lane new housing development;
- Delivery of new homes in Ollerton & Boughton.

Working with others to unlock key sites for next 25 years:

- Land South of Newark (3150 homes) (LDF - NAP2A)
 - Working with developers and partner agencies to allow the remainder of the Southern Link Road (SLR) to be delivered, in full or part (refer to objective 3.3);
- Land East of Newark (1000 homes) (LDF - NAP2B)
 - Utilising the sale of the Council's land ownership and access rights to unlock development with appropriate developer(s);
 - Working with multiple landowners, developers, and infrastructure providers to work collaboratively and/or ensure that land is released in a phased manner to allow housing delivery;
- Land around Fernwood (3500 homes) (LDF - NAP2C)
 - Working with landowners and developers to allow a start on site;
 - Working to ensure A1 overbridge is delivered (refer to objective 3.4);

- Ensuring that timings and sequencing of implementation of housing sites and highway works are co-ordinated in a manner so as not to prejudice housing delivery;
 - Working with developers and partners to secure and delivery at the appropriate time sufficient land for primary school provision for all of Fernwood;
 - Providing timely, responsive, and robust planning advice for each phase of the developments in order to ensure that appropriate housing delivery is escalated.
- Former Thoresby Colliery (800 homes) (LDF – ShAP4)
 - Working with NCC to ensure that Government Grant Funding is secured and utilised to deliver Ollerton Roundabout (refer to objective 3.5);
 - Working with NCC to secure necessary match funding to accompany Government Grant including the use of S106 developer contributions;
 - Providing timely, responsive, and robust planning advice for each phase of the developments in order to ensure that appropriate housing delivery is escalated.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
No. of years supply of available housing land		Annual	Planning Policy
Number of Affordable Dwellings Completed/Occupied using Planning Policy Criteria		Annual	Planning Policy/ Housing Strategy & Development
Net number of dwellings completed		Annual	Planning Policy/ Housing Strategy & Development
Number of dwellings committed or under construction		Annual	Planning Policy/ Housing Strategy & Development
Progress on Planning Policy NAP2A - Land South of Newark (as defined in the Development Plan Monitoring Report)		Annual	Planning Policy
Progress on Planning Policy NAP2B - Land East of Newark (as defined in the Development Plan Monitoring Report)		Annual	Planning Policy
Progress on Planning Policy NAP2C - Land around Fernwood (as defined in the Development Plan Monitoring Report)		Annual	Planning Policy
Progress on Planning Policy ShAP2 - Former Thoresby Colliery (as defined in the Development Plan Monitoring Report)		Annual	Planning Policy



Increase visits to Newark and Sherwood and the use of visitor attractions by local residents

What do we want to achieve?

We are proud of our heritage and want to celebrate what we have to offer by increasing awareness and use of our many attractions across the district both by residents and visitors. By providing a joined up offer and improving our brand identity we hope to increase usage and overall satisfaction.

We will do this by:

Developing and implementing a Destination Marketing Strategy and associated Place Marketing Plans.

Developing and promoting a clear tourism brand within the district and across Newark, Southwell and Sherwood Forest.

Reviewing the quality and suitability of visitor attractions to broaden the appeal to a wider range of audiences.

Encouraging local people to engage with visitor attractions across the district by:

- Exploring options to introduce a resident incentive scheme;
- Reviewing the pricing policy for attractions;
- Increasing engagement with schools.

Castle Gatehouse Project and co-ordinating the offer in the town (e.g. Project Newark/ Project Sherwood):

- Feasibility;
- Implementation;

Working with partners to develop and enhance the visitor offer at Sherwood Forest and surrounding Sherwood attractions.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
Total annual visitor numbers to the district (all visitor types)		Annual	Tourism
Total annual visitor days to the district		Annual	Tourism
Total footfall for NSDC controlled visitor attractions		Quarterly	Heritage, Culture & Visitors
Value of economic impact of the district's visitor economy		Annual	Tourism
Percentage of visitors to the district who rated their experience as 8/10 or above		Two yearly	Tourism
No. of Village Ventures attendees at		Annual	Housing, Health &

community venues			Community Relations
Percentage of residents surveyed satisfied or very satisfied with the cultural and arts offer in the district		Annual	HR & Organisational Development



Protect, promote and enhance the district’s natural environment

What do we want to achieve?

As a Council we are keen to enhance the district’s natural environment and what we have to offer including improvements to our parks and green spaces as well as seeking to make some of our more urban areas more green. In addition we want to improve what we do from a sustainability perspective to enhance and protect our environment.

We will we do this by:

Facilitating sustainable access to key heritage sites and engagement with the natural environment:

- Expansion of Walking and Cycling Routes – Sustrans etc;
- Improvements to Sherwood Forest Arts and Crafts centre which complement the offer from the new Sherwood Forest Visitor Centre.

Working with key stakeholders to protect and enhance the natural environment to:

- Update the Green Spaces Strategy;
- Implement the Minor to Major landscape partnership scheme (5 year scheme);
- Increase the number of local wildlife sites;
- Maximise the number of sites under environmental stewardship schemes.

Developing a Green/Sustainability Strategy to:

- Pilot schemes prior to developing set up of an energy company;
- Explore options for setting up a Newark and Sherwood energy company;
- Develop strategy to ensure current practice of increasing efficiency of the Council’s existing and new assets through use of more sustainable construction and repairs to ensure good practice is embedded;
- Adopt a Sustainable Design Supplementary Planning Document;
- Adopt an Air Quality Supplementary Planning Document.

Developing parks to include:

- Increasing the number of green flag parks in the district;
- Implementing improvements at both Vicar Water and Sconce and Devon Park subject to funding;

Greening the District by:

- Working with and supporting Town and Parish Councils to compete for East Midlands in Bloom awards;
- Encouraging tree planting in the District by developing a ‘free tree’ scheme (subject to funding) and maximising opportunities for free trees from the Woodland Trust, Greenwood, etc;
- Identifying opportunities for greening urban areas.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
No. of green flag and green pennant awards in the district		Annual	Parks & Open Spaces
No. of local wildlife sites		Annual	Parks & Open Spaces
No. of sites under environmental stewardship schemes		Annual	Parks & Open Spaces
No. of formally designated local nature reserves		Annual	Parks & Open Spaces



Enhance and Sustain Newark Town Centre

What do we want to achieve?

Over the plan period we want to bring about transformational change that increases overall usage of the town centre and strengthens its reputation and long-term viability.

We will we do this by:

Creating a new strategic vision/plan for the town that takes account of the current and future needs/preferences of residents, visitors and local businesses:

- Undertake audit to establish potential for alternative land uses in the town centre measuring town centre footfall.

Regenerating key sites and others identified in the Conservation Area Management Plan, including:

- Reuse of the Corn Exchange and Buttermarket;
- Facilitating delivery of the former Robin Hood Hotel site to create a Travelodge and retail units;

Bringing back into use or finding alternative uses for vacant units (e.g. increased residential).

Improving the connectivity to and within Newark Town Centre by

- Continuing to press for appropriate development of the former county depot.

Improving the night time economy and overnight accommodation within the Town Centre.

Working with the Town Council to enhance the offer of Newark Market Place to extend public use.

Reviewing funding support for the Town Centre following changes in business rate allocation.

Bidding for the national High Streets funding

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
% of Newark Town Centre retail units which are vacant		Annual	Town Centre Development
Number of vacant premises and sites brought back into use		Annual	Town Centre Development
No. of events appearing in the Newark What's On guide		Annual	Town Centre Development



Reduce levels of deprivation in target areas and remove barriers to social mobility across the district

What do we want to achieve?

Many parts of Newark and Sherwood are prosperous yet there are pockets of severe deprivation that make it more difficult for some residents to achieve their potential. Over the plan period the Council will work closely with our most vulnerable residents, to ensure that they are given access to key services and/or are empowered to deliver relevant services within their own communities. We will adopt a targeted approach in those areas that face the highest levels of deprivation with the intent of raising aspirations and improving social mobility.

We will we do this by:

Efficient and timely delivery of statutory services that provide an immediate 'safety net' for vulnerable residents by:

- Co-ordinating resources to ensure efficient roll out of Universal Credit and mitigate identified issues as they arise;
- Continuing to support customers to maximise benefit entitlement and reduce hardship, working collaboratively with the third sector partners (Housing and Council Tax benefit);
- Developing and delivering the Council's Homelessness Prevention Strategy and Action Plan 2019-2023 through the joint Homelessness Interagency Forum;
- Developing an initiative to enhance relationships with private sector landlords to specifically reduce evictions and prevent homelessness, such as the 'Call Before you Serve' initiative;
- Ensure the Council provides fit for purpose and cost effective temporary accommodation solutions, making best use of Council assets and strategic sites;
- Develop initiatives collaboratively with County District/Borough colleagues and partners to deliver the Government's Rough Sleeper Strategy ambition, bidding for additional resource through the various funding streams announced;
- Monitoring and reviewing the Housing Allocation Scheme to ensure it's fit for purpose and meets local housing need;

- Developing and implementing a local offer for care leavers (a bespoke offer which can include accommodation, health and wellbeing, education and training, employment and skills, relationships and participation in society);

Develop insight into the barriers our residents face in the areas of highest deprivation and those dependent on public services within the district, and use this information to deliver targeted interventions through:

- Well researched and well utilised Neighbourhood Studies;
- Continuously reviewing data and statistics and using these insights to target resources through the use of Council strategies and action plans which include a newly resourced community engagement and development strategy.

Continuously review and develop our network of partnerships to allow us to work with partners (including third sector and community based) in a more focused and effective way by:

- Reviewing and developing the Council’s Volunteering Policy, to recognise the role of volunteering and appropriate use of such valuable local assets;
- Developing a programme of support and resource to improve the capability, capacity and sustainability of the voluntary and community sector.

Work with partners to tackle social mobility by creating strategic cross-sector connections to improve aspirations and youth engagement through the delivery of the Council’s Social Mobility Action plan including:

- Targeted work with key partners, such as YMCA to engage with children and young people to break the generational cycle of poor aspirations, supporting the implementation of their Developmental Asset Framework;
- Targeted actions around youth unemployment.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
No. of Indices of Multiple Deprivation LSOAs in Newark and Sherwood falling into the top 10% most deprived		Most recent (approx. four yearly)	Housing, Health & Community Relations
No. children in low income families aged under 16		Annual	Housing, Health & Community Relations
No. of jobs created involving direct intervention from NSDC		Quarterly	Planning Policy
No. of people returning to work or training through the Ollerton Outreach Service		Quarterly	Planning Policy
No. of talks to schools on employment opportunities		Quarterly	Planning Policy
% of work experience placements offered by Newark and Sherwood District Council in response to requests received.		6 monthly	HR and Organisational Development
No. of wards with unemployment rate exceeding 2%		Quarterly	Planning Policy
No. of community groups supported by CVS and NSDC		Quarterly	Housing, Health & Community Relations
Number of vulnerable people supported through the council’s discretionary grants programme to third sector organisations		Annual	Housing, Health & Community Relations



Improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes

What do we want to achieve?

Through our work with partners we are aware that there are a range of health inequalities across the district. Over the period of the plan we will work with partners to ensure that interventions are targeted to secure improved health outcomes for residents within our district. At the same time we will focus on increasing the number of residents who are classified as physically active by working directly with residents and community groups. By the end of the plan period we aim to ensure that all of our residents live in warm, decent and affordable homes.

We will do this by:

In our role as a 'leader of place' Newark and Sherwood District Council will exert influence through lobbying and partnership working to improve health outcomes for its residents by (Year 1):

- Developing a Newark and Sherwood Health and Wellbeing Partnership to identify priorities and jointly deliver targeted initiatives through an agreed action plan;
- Actively engaging and promoting the District's role and priorities in the transformation of health and social care within Nottinghamshire via the emerging Integrated Care System and Commissioning Groups (such as the Mid Notts Alliance programme and Public Health Strategic Advisory Group) to influence the targeting of resources to deliver improved health outcomes in the district;
- Challenging Sherwood Forest Health Trust (SFHT), Clinical Commissioning Group (CCG) and GP Leads regarding the provision and timely access to acute/primary care;
- Exploring opportunities around the health and social benefits linked to social prescribing.

Setting strategic direction for ourselves and our wholly owned companies to ensure health improvements are an important element of service delivery by giving focused direction and development in client / contract management of Active for Today and Newark and Sherwood Homes.

Providing a new modular swimming pool at the Dukeries Leisure Centre

Supporting the provision of an extension to Southwell Leisure Centre, subject to a satisfactory business case

Developing strategies and plans to make best use of community/open spaces/recreational and leisure facilities as set out in the Council's Playing Pitch Strategy, Facilities Plan and Physical Activity and Sport Plan to improve health and wider social outcomes.

Recognising that housing is a determinant of health and wellbeing Newark and Sherwood District Council will seek to improve health outcomes and quality of life through its housing services and home improvement initiatives by (Year 1):

- Administering and targeting the Council's Better Care Fund allocation to ensure appropriate use of funding through a range of targeted initiatives to achieve improved health outcomes and enable independent living for longer. This includes Disabled Facilities Grants, Handy Persons Adaptations Scheme, Warm Homes on Prescription and Lifetime Homes;
- Ensuring that homes in the district meet housing standards, e.g. Houses in Multiple Occupation, Selective Licencing;

- Contributing to the development and delivery of the county-wide ‘Housing and Health Delivery Plan’ and the Housing and Environment work-stream in the Integrated Care System (ICS). Supporting delivery of the Older Persons’ Housing with Care Strategy for Nottinghamshire: 2018 – 2025

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
No. of user visits to leisure centres		Quarterly	Housing, Health & Community Relations
Proportion (%) of households fuel poor in the district		Annual	Housing, Health & Community Relations
% of children (aged 10-11) who are obese in identified priority areas		Annual (Q2)	Housing, Health & Community Relations
% of adults (aged 18+) classified as of excess weight in identified priority areas		Annual (Q2)	Housing, Health & Community Relations
% of physically inactive adults in identified priority areas		Annual (Q2)	Housing, Health & Community Relations



Increase participation with the Council and within local communities

What do we want to achieve?

We want the district to be a place where people are proud to live and feel that they belong. We are keen to engage with residents/community groups in as many ways as possible to ensure that they have a voice in the way that we deliver our services and build communities in which people prosper and support one another.

We will we do this by:

Promoting good citizenship/engagement in civic life by:

- Webcasting appropriate Council and Committee meetings;
- Providing continued support to the Parish Conference;
- Exploring the feasibility of establishing a Youth Council;
- Communicating decisions via social media.

Consulting and engaging with residents and key stakeholders by:

- Establishing a resident panel to obtain regular feedback;
- Conducting consultations using a range of media;
- Communicating with residents using a range of media;
- Introducing webchat for customer services;
- Sharing good contacts within the Council to enable wide ranging engagement.

Engaging resident’s to support the delivery of Council /community initiatives by:

- Setting up and administering a community initiative fund;

- Establishment of a Community Lottery Fund.

Lead/facilitate the development of an improved public service in Sherwood to involve as many public sector partners as possible.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
Number of external hits on the committee section of the Council website		Quarterly	ICT
No. of groups supported through the open grants scheme and Active4Today sports grants		Quarterly	Housing, Health & Community Relations
Number of residents and key stakeholders engaging in consultation with the council		Annual	HR & Organisational Development Customer Services & Communications
No. of online customer contacts & transactions		Quarterly	ICT
No. of face to face and telephone enquiries		Quarterly	ICT Customer Services & Communications
% of website availability		Quarterly	ICT
No. of new volunteers supported by NSDC in line with the council's volunteering policy		Annual	Housing, Health & Community Relations
No. of new volunteers supported by CVS initiatives		Annual	Housing, Health & Community Relations



Generate more income, improve value for money and increase residents' satisfaction with the Council

What do we want to achieve?

As a Council it is really important to us that residents are satisfied with the services that we provide. During the period of the plan we will continue to maintain, and where possible, improve service delivery standards by working with partners and/or re-allocating resources to deliver improved performance in line with resident feedback. We will engage with members of our community to implement improved self-service arrangements through digital access so that we can focus on supporting the most vulnerable in our community. At the same time we will adopt a more commercial approach, developing innovative ways to use our resources to ensure that we continue to deliver value for money.

We will do this by:

Maximising use of technology by:

- Continuing to support digitalisation for Councillors;
- Continuing to support and develop digitalisation for residents interactions with the Council;
- Improving technology internally.

Undertaking a review and implementation of preferred option into the most cost effective and appropriate way to deliver management of the Council's housing stock.

Communicating with residents to celebrate the Council's successes by:

- Carrying out a review of the Communications Strategy to develop a more pro-active approach to celebrate success;
- Carrying out an annual resident survey and a full repeat Resident Survey via Survey Monkey with paper copies available if requested and a full paper/on-line survey every four years;
- Communicate how the district Council has spent allocation of Council Tax to deliver its priorities;
- Producing an annual update on how the Council is performing against its objectives.

Using the data that we already collect to better understand our customers and shape service delivery by:

- Analysing the demand from our customer enquiries/ service requests;
- Using feedback from consultations (as outlined above).

Flexible allocation of resources to meet Council objectives by:

- Undertaking regular reviews to ensure that resources are appropriately allocated to the Council's priorities and objectives, taking steps in year to realign where necessary.

Performance Measures and Targets

These are the key things that we will measure our performance against:

Performance Measure	Target	Frequency	Manager Responsible
Anticipated achievement against financial savings target		Annual	Commercialisation & Major Projects
Actual achievement against income target		Annual	Commercialisation & Major Projects
Percentage of residents surveyed satisfied or very satisfied with the Council.		Annual	HR & Organisational Development
Percentage of targeted KPIs met for all Council objectives		Annual	HR & Organisational Development

10. Our Performance

Newark and Sherwood District Council's Performance Management Framework

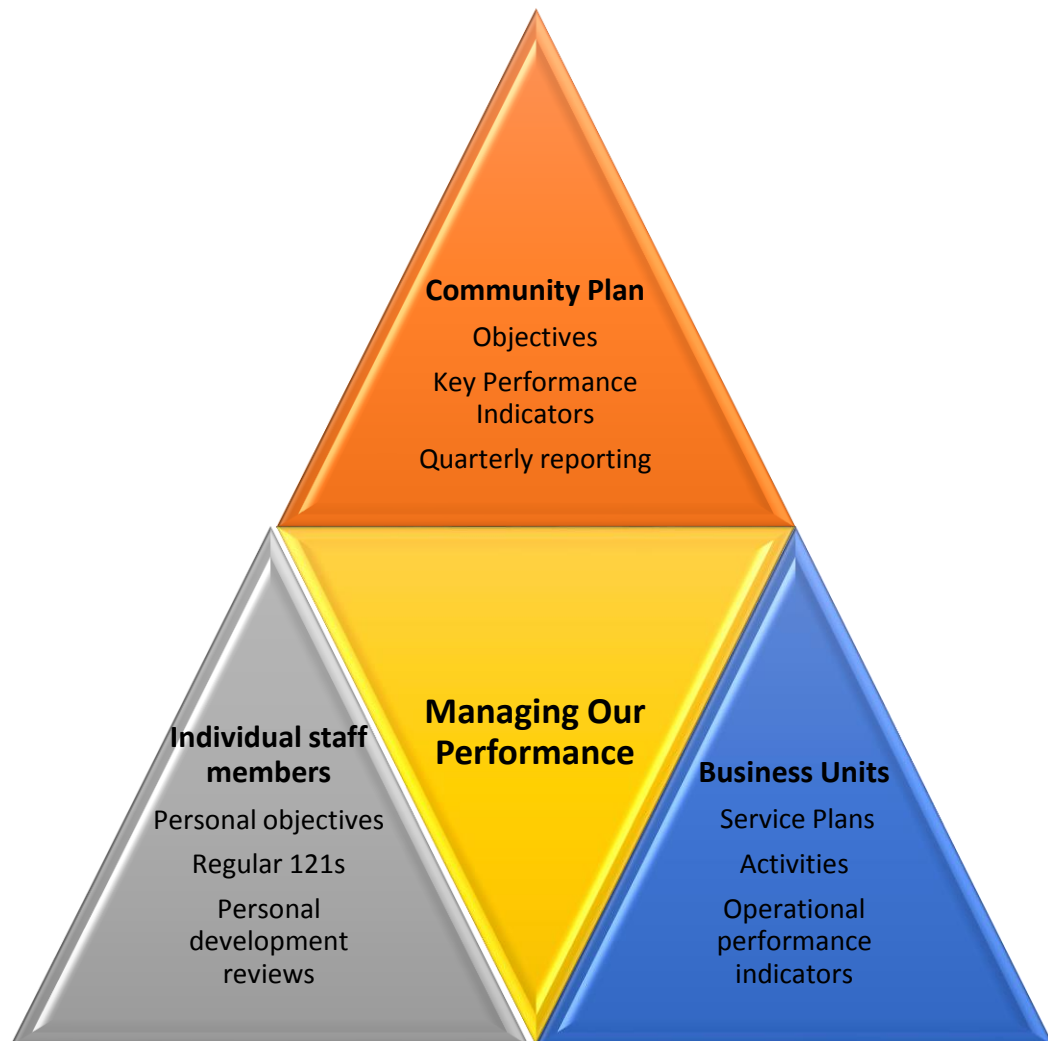
What is performance?

Performance management is the activity and set of processes that aim to maintain, improve and measure performance to ensure an organisation is delivering its objectives. It is strategic as well as

operational, as its aim is to ensure that employees contribute positively to and understand an organisation's overarching corporate objectives.

At Newark and Sherwood District Council we measure performance at a variety of levels including corporate, service, and individual. Metrics are agreed for each level and incorporated into our performance management system. Regular reports demonstrating how we are performing against **Our Plan** will be presented at Committee and published on our internet page.

The following diagram represents how the three levels of performance management interlink.



11. Listening to Our Residents

Consultation on the Corporate Objectives

Newark and Sherwood consulted with residents and stakeholders on the objectives included within this plan. This consultation took place between October and December 2018 and consisted of 3 strands:

1. 11,224 residents completed a survey equating to an 11.3% response rate.

2. 27 parish/ town council's completed a questionnaire equating to a 36% response rate.
3. 14 stakeholders provided feedback representing several key partnerships.

The results of the corporate objectives consultation were shared with the Senior Leadership Team and Business Managers and used to refine/reshape the draft objectives. Key activities under each objective were prioritized to reflect feedback from residents on those areas that were most in need of improvement. The following list demonstrates how the key points raised in the consultation are reflected in the objectives:

The Ask: Maintain an effective waste service, focus on improving recycling and keep local areas clean

- ✓ Reflected in objective "improve the cleanliness and appearance of the local environment"

The Ask: Tackle cleanliness issues such as dog fouling and fly tipping.

- ✓ Reflected in objective "improve the cleanliness and appearance of the local environment"

The Ask: Maintain and improve parks and green spaces.

- ✓ Reflected in objective "protect, promote and enhance the district's natural environment"

The Ask: Maintain and improve leisure and sports facilities.

- ✓ Reflected in objective "improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes"

The Ask: Improve the experience residents have with the cultural and arts offer within the district.

- ✓ Reflected in objective "increase visits to Newark and Sherwood and the use of visitor attractions by local residents"

The Ask: NSDC to improve their responsiveness by listening and responding more to the needs of residents, and communicating how they are listening and responding to residents.

- ✓ Reflected in objective "increase participation with the Council and within local communities"

The Ask: Improve resident feelings of safety and togetherness by tackling ASB and crime.

- ✓ Reflected in objective "reduce crime, anti-social and behaviour, and increase feelings of safety in our communities"

The Ask: Improve traffic infrastructure, reduce congestion and improve the condition of the roads and pavements.

- ✓ Reflected in objective "improve transport infrastructure to reduce congestion and facilitate growth"

The Ask: Improve the health services in the district

- ✓ Reflected in objective “improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes”

The Ask: Improve care and support for vulnerable groups

- ✓ Reflected in objective “reduce levels of deprivation in target areas and remove barriers to social mobility across the district” and “improve the health and wellbeing of local residents, with a particular focus on narrowing the gap in healthy life expectancy and other health outcomes”

What we have done so far...

As the 11,224 responses were recorded we listened to the feedback coming in and responded to some of themes identified by prioritising key activities. The survey showed us how important it is to our residents to feel safe in their local area, and as such we worked with the Police to get a new Town Centre Police officer dedicated to crime prevention in Newark town centre. We also purchased the Buttermarket in order to bring this unique building back into full use and secured the development of Robin Hood to revitalise Newark Town Centre with the aim of improving the feel of the town and reducing anti-social behaviour.

The consultation also highlighted the importance of tackling anti-social behaviour and the blights of fly tipping, littering and dog fouling. This bolstered the importance of Newark and Sherwood’s decision to employ two new community protection officers. These officers will have the power to issue fixed penalty notices (FPNs) on those who flout the law and will be working with the community to encourage a responsible approach to looking after the environment. Two further officers will be recruited in 2019 to help reduce anti-social behaviour, littering, dog fouling and fly tipping.

Newark and Sherwood also undertook a successful day of action in Blidworth in November. The day included; a successful community litter pick, intensive street sweeping, pothole filling, street light repairs, foliage trimming, graffiti removal, the installation of replacement and additional litter bins, educational activities on responsible dog ownership and planting of bulbs. The success of the day, and the engagement of the community, reflects the importance of cleanliness in our local areas, tackling anti-social behaviour and respecting our green spaces. The Council will be undertaking another day of action in Hawtonville in March tackling a range of environmental, safety and welfare issues, building on the sense of pride in the community and the desire to maintain clean and safe neighbourhoods.

Residents also expressed their wish for improved care and support for vulnerable groups. Newark and Sherwood district Council responded to this by putting in a bid for further funding to support rough sleepers, securing £106 thousand pounds for disabled facilities grants across the district and securing funding for the provision of an extra care facility in Ollerton. We also worked with several key partners to secure funding for improvements at

Ollerton roundabout to begin addressing the congestion and infrastructure concerns of residents.

Future Consultation

The community plan will be refreshed annually to look back at the work done over the last year in order to review Council performance and mark progress against the key activities outlined in the plan. This refresh will be added as an appendix to the existing plan and will highlight how we have performed over the last year and highlight how we are progressing against the promises made in this plan.

Consultation with residents will be embedded into the strategic planning process and full consultation with residents will occur every 4 years to allow us to monitor progress against objectives, and continue to give residents the opportunity to be heard. Light-touch consultation will occur annually in association with the refresh of the community plan to ensure that we are delivering on our objectives.

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

PAY POLICY STATEMENT 2019/20

1.0 Purpose of Report

1.1 To review the content of the 2019/20 Pay Policy Statement (which reflects the known position as at 31 January 2019) and subject to any necessary revisions recommend the same to Council for approval.

2.0 Background Information

2.1 In accordance with Section 38 (1) of the Localism Act 2011, Newark and Sherwood District Council along with all other English and Welsh local authorities were required to produce a Pay Policy Statement for 2012/13 and for each financial year thereafter. In complying with the duties in respect of pay accountability the Council must have regard to any guidance issued or approved by the Secretary of State in summary:

2.1.1 A Pay Policy Statement for a financial year must set out the authority's policies for the financial year relating to:

- the remuneration of the authority's lowest-paid employees (together with a definition of "lowest-paid employees") and the reasons for adopting that definition;
- the relationship between remuneration of Chief Officers and that of other officers (pay multiples); and
- the remuneration of Chief Officers.

2.1.2 The statement should also set out the authority's policies for the financial year relating to:

- a) the levels and elements of remuneration for each Chief Officer;
- b) remuneration of Chief Officers on recruitment;
- c) increases and additions to remuneration for each Chief Officer;
- d) the use of performance related pay for each Chief Officer;
- e) the use of bonuses for each Chief Officer;
- f) the approach to the payment of Chief Officers on their ceasing to hold office under or to be employed by the authority, and
- g) the publication of and access to information relating to remuneration of Chief Officers.

2.1.3 The term 'remuneration' covers:

- a) the salary or the amount payable in the case of Chief Officers engaged by the authority under a contract for services;
- b) payments made by the authority to the Chief Officers for those services;
- c) any bonuses payable by the authority to Chief Officers;
- d) any charges, fees or allowances payable by the authority to Chief Officers;
- e) any benefits in kind to which the Chief Officers are entitled as a result of their office or employment;
- f) any increase in or enhancement of the Chief Officer's pension entitlement where the increase or enhancement is as a result of a resolution of the authority; and

g) any amounts payable by the authority to the Chief Officer on the Chief Officer ceasing to hold office under or be employed by the authority other than amounts that may be payable by virtue of any enactment.

2.2 Existing legislation already required the Council to publish statements relating to certain elements of officer remuneration, details of which are set out below:

- regulation 7 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 requires an authority to formulate, review and publish its policy on making discretionary payments on early termination of employment;
- regulation 66 of the Local Government Pension Scheme (Administration) Regulations 2008 requires the Council to publish its policy on increasing an employee's total pension scheme membership and on awarding additional pension.

Appropriate links to published policies and information are included within the Pay Policy Statement.

2.3 The Transparency Code also carries specific legal requirements to publish pay multiples, a list of employees with remuneration above £50k (in brackets of £5k), names of employees earning in excess of £150k and a chart for the top 3 tiers of the organisation which includes details regarding levels of responsibility for people/budgets and services.

2.4 Guidance issued by the Department for Communities and Local Government (DCLG) during 2013/2014 set out the arrangements for approval of severance packages in excess of £100,000. The 2014/2015 pay policy statement adopted by the Council included arrangements for approving severance packages over £75,000 and arrangements for delegation regarding Settlement Agreements.

2.5 The DCLG also issued guidance during March 2015 regarding the use of severance agreements and 'off payroll' arrangements. Following receipt of the guidance the policy was updated to include a specific paragraph around the use of 'off payroll' arrangements.

3.0 Proposals

3.1 Update regarding Pay and Grading Arrangements 2019 for employees engaged on NJC terms and conditions of service

3.1.1 Members received an update in relation to costs associated with implementing the preferred pay and grading arrangements at their meeting in November to approve additions to the budget prior to the commencement of formal consultations/negotiations with the recognised Trades Unions.

3.1.2 Consultations/negotiations with the recognised Trades Unions commenced on the 6th December 2018. The Council have been in regular dialogue with the trades unions since that time. Official sign off regarding the proposals have now been received from Unison (8th January) and GMB (23rd January). The proposals represent the most cost effective solution for the Council. Details of the same will be included as a link in the revised PPS.

3.2 Summary of Changes to the 2019/20 Pay Policy Statement

3.2.1 A summary of the changes to the pay policy statement for 2019/20 are included below:

The statement has been updated to:

- include a link to the new pay and grading arrangements for officers engaged on NJC terms to reflect the nationally agreed scale points negotiated as part of the two year settlement (paragraph 3.1.2 refers);
- include amendments to the paragraph on Living Wage given that the Council will be paying an amount equivalent to the Living Wage (£9.00 agreed during November 2018) as part of its substantive pay and grading arrangements following implementation of the revised pay scale;
- reflect revisions to the management structure arising from the recent restructure.

3.2.2 Please note that the employers' side have not yet received requests from the Trades Union (TU) representing Chief Executives or Chief Officers engaged on JNC terms and therefore the salary scales for these posts are subject to amendment following the conclusion of negotiations around pay.

3.3 Legislative Updates

3.3.1 Members will recall having received updates in relation the Exit Payment Recovery Regulations and the Public Sector Exit Payment Cap in previous years. Further updates are awaited in respect of how and when these will be implemented and the Council will continue to monitor the position to ensure that the statement is updated as necessary once the final regulations/associated guidance documents are published.

3.4 Current Status

3.4.1 A copy of the full Pay Policy Statement including transitional arrangements has been appended to this report for review (refer to **Appendix A**). Members should note that where the appendices refer to links to other policy documents these will be included once the Pay Policy Statement is published on the Council's website. These policy documents can however be accessed by referring to the current Pay Policy Statement (on the Council's website) which contains the live links.

4.0 Equalities Implications

4.1 This policy has been developed with due regard and consideration for other policies, procedures and agreements currently in operation within the Council and follows the completion of an equality impact assessment, details of which are held in Human Resources. Given that the changes proposed to the policy are fairly minimal no adverse implications have been noted.

5.0 Impact on Budget/Policy Framework

5.1 The financial effects of the pay policy are reflected in the Council's budget to be presented to the Policy and Finance Committee on the 21st February 2019.

6.0 RECOMMENDATION

To review the content of the Pay Policy Statement for 2019/20 and subject, to any amendments, recommend the same to Council for approval.

Reasons for Recommendation

To comply with Section 38 (1) of the Localism Act 2011.

Background Papers

Localism Act 2011

The Code of Recommended Practice for Local Authorities on Data Transparency

Localism Act: Openness and accountability in local pay: Guidance under section 40 of the Localism Act. February 2012

Openness and Accountability in Local Pay: Guidance under Section 40 of the Localism Act 2011 – Supplementary Guidance. February 2013

Local Government Transparency Code 2014

DCLG – Use of severance agreements and off payroll arrangements. March 2015

For further information please contact Tracey Piper Business Manager – HR and Organisational Development on extension 5219.

Karen White

Director - Governance & Organisational Development

NEWARK & SHERWOOD DISTRICT COUNCIL

Pay Policy Statement

1. Introduction

1.1 This document sets out a Statement of Pay Policy for Newark & Sherwood District Council (the Council) for 2019/20 as required under Section 38 (1) of the Localism Act 2011. The Pay Policy Statement includes details about the remuneration of Chief Officers at the time of recruitment as well as arrangements relating to increases and additions to remuneration, the level and elements of remuneration including salary, bonuses and benefits in kind, the use of performance related pay and bonuses as well as the approach to the payment of Chief Officers on ceasing to hold office. The Statement also considers the lowest pay and median pay levels in the organisation.

2. Objectives of the Policy

2.1 The objectives of the policy are to:

- ensure transparency in respect of the arrangements for rewarding staff in the organisation and fairness in respect of the reward relationship between the highest and lowest paid; and
- ensure that all decisions on pay and reward for Chief Officers comply with the parameters defined within this Pay Policy Statement.

3. Policy Statement

3.1 The Council recognises the importance of administering pay in a way that:

- attracts, motivates and retains appropriately talented people needed to maintain and improve the Council's performance and meet future challenges;
- reflects the market for comparable jobs, with skills and competencies required to meet agreed delivery and performance outcomes;
- operates within the provisions of Chief Officers pay and conditions as set out in the Joint Negotiating Committee for Chief Executives and Chief Officers of Local Authorities;
- operates within the provisions of the national agreement on pay and conditions of service as set out in the National Joint Council for Local Government Services; and
- is affordable and transparent.

4. Scope of the Policy

4.1 Individuals Affected

This policy covers all employees within the organisation including those defined as Chief Officers within Section 2 of the Local Government and Housing Act 1989.

4.2 Council Policies

4.2.1 This statement sets out the Council's policy with regards to:

- the remuneration of the authority's lowest-paid employees (together with a definition of "lowest-paid employees") and the reasons for adopting that definition;
- the relationship between remuneration of Chief Officers and that of other officers (pay multiples); and
- the remuneration of Chief Officers.

4.2.2 The statement also sets out the Council's policy in relation to:

- a) the levels and elements of remuneration for each Chief Officer;
- b) remuneration of Chief Officers on recruitment;
- c) increases and additions to remuneration for each Chief Officer;
- d) the use of performance related pay for each Chief Officer;
- e) the use of bonuses for each Chief Officer;
- f) the approach to the payment of Chief Officers on their ceasing to hold office or being employed by the authority, and
- g) the publication of and access to information relating to remuneration of Chief Officers.

4.3 Pay Bargaining - the National Context

4.3.1 The Council is a member of the Local Government Employers Association for national collective bargaining purposes in respect of Chief Executives, Chief Officers and other employees of the Council. Separate negotiations and agreements are in place for each of these groups. Changes arising from national negotiations linked to remuneration generally take effect from 1 April each year and on occasions when negotiations conclude after this day any amendments to pay become retrospective to 1 April.

4.3.2 In accordance with the terms and conditions of employment for Council employees it is the Council's policy to implement national agreements regarding pay. In circumstances where nil pay is awarded as part of the collective bargaining process the Council will apply the same principle.

4.4 Remuneration of the Council's Lowest Paid Employees

4.4.1 All posts with the exception of Chief Officers engaged on JNC terms are evaluated using the Greater London Provincial Council (GLPC) Job Evaluation Scheme. This scheme was introduced during 2005 following the conclusion of single status negotiations. At the same time the Council also introduced a new grading structure to establish the link between evaluated posts and the Council's pay scales.

4.4.2 For the purpose of this policy the Council's "lowest paid employees" are defined as those employees on the lowest pay point available for use by the Council for substantive roles as determined through use of the approved job evaluation scheme and grading structure. This does not include grades or pay points set aside as trainee or development scales but relates to the minimum point for a competent employee appointed in to a defined role.

4.4.3 In accordance with the current pay scales the lowest substantive point at which a Council officer can be paid is £17,364. This is in accordance with the nationally approved pay scales which are subject to change in line with the national collective bargaining arrangements as detailed earlier within the policy.

4.5 Living Wage

4.5.1 In April 2013 the Council adopted a policy of paying all employees a Living Wage through the application of a pay supplement to fund the difference between the hourly rates (defined at the lowest substantive point at which a Council officer can be paid) and the Living Wage set by the Living Wage foundation which rose to £9.00 per hour in October 2018. By adopting this policy the Council ensured that the lowest paid employees (refer to definition at 4.4) received at least the Living Wage for each hour that they worked.

4.5.2 The Council's agreed pay scale for 2019/20 provides for a minimum hourly rate of £9.00. This means that with effect from 1 April 2019 there is no longer a requirement to pay the Living Wage Supplement.

4.6 Pay Multiples

4.6.1 The Council does not explicitly set the remuneration of any individual or group of posts by reference to a simple multiple of another post or group of posts. The use of multiples cannot capture the complexities of a dynamic and highly varied workforce in terms of job content and skills required. Nor can it ensure that employees are treated fairly and equitably in respect of the value and level of a role that they undertake.

4.6.2 In terms of overall remuneration packages the Council's policy is to differentiate by setting different levels of basic pay to reflect the level of responsibility in line with the approved job evaluation scheme or as determined locally for Chief Officers engaged on JNC terms.

4.6.3 In determining pay for Chief Officers engaged on JNC terms, the Council would not expect remuneration of its highest paid employee to exceed **10** times that of the lowest group of employees, nor would the Council expect the remuneration of the highest paid employee to exceed **7** times that of the median¹ average earnings across the Council.

Pay multiples document [\[link to document to be inserted\]](#)

5. Remuneration of Chief Officers

5.1 For the purpose of this policy Chief Officer includes Chief and Deputy Chief Officers as defined by Section 2 of the Local Government and Housing Act 1989, some of whom may not be employed on Chief Officers' terms and conditions of service. For ease of reference a list of posts to which this policy applies along with the relevant sub sections of the Local Government and Housing Act 1989 has been set out below:

- Chief Executive/Head of Paid Service (Section 2 (6) of the Act);

¹ Within the Hutton Review it was suggested that the most appropriate pay multiple to track is that of top executive earnings to the median earnings of each organisation's workforce. Refer to para 2 Hutton Review of Fair Pay in the Public Sector: Final report (March 2011).

- Deputy Chief Executive (Section 2 (6) and (7) of the Act);
- Directors (Section 2 (7) of the Act);
- Statutory Officers (Section 2 (6) of the Act);
- Business Managers (Section 2 (8) of the Act).

5.2 For the purpose of this policy the term remuneration includes:

- a) the salary or the amount payable in the case of Chief Officers engaged by the authority under a contract for services;
- b) payments made by the authority to the Chief Officers for those services;
- c) any bonuses payable by the authority to Chief Officers
- d) any charges, fees or allowances payable by the authority to Chief Officers;
- e) any benefits in kind to which the Chief Officers are entitled as a result of the Chief Officer's office or employment;
- f) any increase in or enhancement of pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- g) any amounts payable by the authority to a Chief Officer on ceasing to hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

5.3 Chief Executive/Head of Paid Service

5.3.1 Terms and Conditions of Service

The Chief Executive is engaged on Local Authority Chief Executives conditions of service, negotiated by the Joint Negotiating Committee (JNC). The Chief Executive also assumes the role of Head of Paid Service on behalf of the Council.

Terms and Conditions for Chief Executive [\[link to document to be inserted\]](#)

5.3.2 Remuneration

In line with the nationally agreed terms the salary paid to a Chief Executive is determined locally by the employing authority.

The salary scale for the post of Chief Executive was approved by the Chief Officers Appointments Panel.

Details of the salary scale are included below:

Scale point 1	£106,000
Scale point 2	£110,160
Scale point 3	£114,240
Scale point 4	£118,320
Scale point 5	£122,400

Note: The role of Head of Paid Service forms an integral part of the Chief Executive's role and is rewarded as part of the substantive role.

5.3.3 Remuneration on Recruitment

When determining the most appropriate scale point at which to offer the post, consideration is given to the individual's qualifications, experience and current level of remuneration (where appropriate). Having considered all of these factors the Chief Officers Appointment Panel will then determine the most appropriate scale point at which to make an offer to the successful candidate so as to ensure that the offer is attractive and one which is likely to be accepted.

In the event that the post of Chief Executive became vacant a report including recommendations relating to the salary scale to be applied would be submitted to the Chief Officers Appointments Panel for their consideration before the post was advertised.

5.3.4 Increases and Additions to Remuneration

- Incremental Progression

Progression through the incremental scale will be subject to performance appraisal by nominated members to be assessed against agreed annual objectives.

- Pay Awards

Any pay awards are negotiated as part of the collective bargaining arrangements as detailed earlier within the policy.

- Expenses

In accordance with nationally agreed terms the Council shall pay reasonable out-of-pocket expenses actually incurred.

5.3.5 Arrangements for the Post of Returning Officer

In accordance with the national agreement the Chief Executive is entitled to receive and retain the personal fees arising from performing the duties of Returning Officer, Acting Returning Officer, Local Counting Officer, Deputy Returning Officer or Deputy Acting Returning Officer and similar positions which he or she performs subject to the payment of pension contributions thereon, where appropriate.

In accordance with the agreement the Chief Executive's salary is deemed to be inclusive of all other fees and emoluments with the exception of Returning Officer duties where separate policy arrangements apply. Details of the policy relating to the appointment and remuneration of Returning Officer are set out below.

The Chief Executive has been formally appointed to act as the Council's Returning Officer. This extends to the role of Deputy Acting Returning Officer for UK Parliamentary Elections, Local Returning Officer for European Parliamentary Elections (if applicable) and Nottinghamshire Police and Crime Commissioner Elections and Counting Officer for any national referendums. The fees associated with these elections/referendums are determined nationally by the Cabinet Office.

The Chief Executive also acts as Deputy Returning Officer for Nottinghamshire County Council elections, fees for which are determined by Nottinghamshire County Council. These appointments are independent of the Council.

For local government elections the Returning Officer can claim specific fees which are determined on a local county wide basis across Nottinghamshire having regard to the fees set for national elections. These fees were subject to a benchmarking exercise in 2018 to ensure they were comparable with other county areas.

5.3.6 General Terms and Conditions

In accordance with the national agreement the Chief Executive shall enjoy terms and conditions in all other respects no less favourable than those accorded to other officers employed by the Council.

5.4 Deputy Chief Executive/Directors/Business Managers graded at NS17 on JNC terms

5.4.1 Terms and Conditions of Service

Deputy Chief Executives and Directors are all engaged on the Conditions of Service for Chief Officers of Local Authorities negotiated by the Joint Negotiating Committee (JNC). Some Business Managers graded at NS17 are also engaged on these terms. In addition to the above some of the post holders assume a statutory role which is recompensed in accordance with the Statutory Officers' Honorarium Scheme.

Terms and Conditions for Chief Officers [[link to document to be inserted](#)]
Statutory Officers Honorarium Scheme [[link to document to be inserted](#)]

5.4.2 Remuneration

In line with the nationally agreed terms the salary paid to a Deputy Chief Executive or Director is determined locally by the employing authority.

The current salary scale for Chief Officers engaged on Chief Officer's terms is set out below.

5.4.3 Pay Scale for Deputy Chief Executives

Scale point 1	£90,156
Scale point 2	£94,462
Scale point 3	£97,330
Scale point 4	£100,608

Note: The role of Deputy Head of Paid Service forms an integral part of the Deputy Chief Executive's role and is rewarded as part of the substantive role.

5.4.4 Pay Scale for Directors

Scale point 1	£71,373
Scale point 2	£74,292
Scale point 3	£76,680
Scale point 4	£79,598
Scale point 5	£81,986

A list of posts included for the purpose of this policy has been set out below:

Director – Governance and Organisational Development
Director – Growth and Regeneration
Director – Resources
Director – Communities and Environment

5.4.5 Pay Scale for Business Managers (NS17) engaged on JNC terms

Zone 1/SCP1 £47,759
Zone 1/SCP2 £48,820
Zone 1/SCP3 £49,881
Zone 1/SCP4 £50,942

Zone 2/SCP1 £52,004
Zone 2/SCP2 £53,065
Zone 2/SCP3 £54,126
Zone 2/SCP4 £55,188

Zone 3/SCP1 £56,248
Zone 3/SCP2 £57,310
Zone 3/SCP3 £58,372
Zone 3/SCP4 £59,435

The arrangements for assigning officers to Zones are included in the Pay and Grading Arrangements document [\[link to document to be inserted\]](#) for Officers engaged on JNC Chief Officer Terms and Conditions of Service.

A list of post holders engaged under JNC terms has been included below:

Business Manager - Public Protection (Scale TBC)
Business Manager - Financial Services
Business Manager - Growth & Regeneration
Business Manager - HR & Organisational Development
Business Manager - Revenues & Benefits
Business Manager - Strategic Housing
Business Manager - Waste & Transport
Business Manager - Asset Management & Car Parks
Business Manager - Commercialisation & Major Projects
Business Manager - Tourism
Business Manager - Housing, Health & Community Relations
Business Manager - Legal Services (Scale TBC)

5.4.6 Remuneration on Recruitment/Appointment

When determining the most appropriate scale point at which to offer a post consideration is given to the individual's qualifications, experience and current levels of remuneration (where appropriate). Having considered all of these factors the panel will then determine the most appropriate scale point at which to make an offer to the successful candidate so as to ensure that the offer is attractive and one which is likely to be accepted.

In circumstances where Business Managers are offered revised terms of employment on JNC conditions of service they will be aligned to the nearest highest pay point on the pay scale if they are appointed to Zone 1 or to the lowest scale point if they are appointed to Zone 2 or 3.

In circumstances where Corporate Managers are offered revised terms of employment on JNC conditions of service they will be aligned to the most appropriate scale point according to the level of responsibility they have been assigned.

5.4.7 Increases and additions to Remuneration

- Incremental Progression

Incremental progression for Directors and Corporate Managers is by annual increment until the top point of the grade is reached. Before an annual increment is awarded, it must be clearly evidenced that the post holder:

- Has made satisfactory progress against the targets set in their previous performance appraisal;
- Demonstrates, continues to demonstrate or has made substantial progress towards achieving the Council's defined competences for a post at the Director level.

Compliance with these requirements will be assessed through the Council's performance management and appraisal mechanisms, and a decision on whether an annual increment will be paid (where applicable) will be made as part of that process.

Full details of the Pay and Grading Arrangements for Officers engaged on JNC Chief Officer Terms and Conditions of Service can be accessed by following the attached link: [\[link to document to be inserted\].](#)

Once a Business Manager has been appointed to JNC conditions of service they will receive annual increments until such time that they reach the top of the salary scale subject to achieving satisfactory annual performance assessments.

- Pay Awards

Any pay awards are negotiated as part of the collective bargaining arrangements as detailed earlier within the policy.

- Honoraria and Ex-gratia Payments

The Council currently operates an honorarium scheme for officers undertaking statutory officer roles. There are three statutory officer roles within the Council, details of which are set out below:

- Head of Paid Service
- Monitoring Officer
- Chief Finance Officer (commonly referred to as the Section 151 Officer)

**No Honorarium is paid for carrying out these duties at the substantive level where these are reflected in the terms and conditions of service but a payment is made to those deputising at this level.*

In addition to the above the scheme also outlines the arrangements for recompensing officers that assume the role of Deputy Monitoring Officer and Deputy S151 Officer.

Details of the scheme including information relating to the post holders that are currently in receipt of such payments can be accessed by following the attached link: [\[link to document to be inserted\]](#)

- Expenses

In accordance with the national agreement the Council shall pay reasonable out-of-pocket expenses actually incurred.

5.4.8 Arrangements for Election Duties

In accordance with the national agreement Officers are entitled to receive and retain the personal fees arising from carrying out the duties of Deputy Returning Officer and/or Deputy Acting Returning Officer (where applicable) and Deputy Counting Officer.

5.4.9 General Terms and Conditions

In accordance with the national agreement except whether other terms and conditions are referred to in the agreement the Deputy Chief Executive and Directors shall enjoy terms and conditions not less favourable than those accorded to other officers employed by the Council.

5.4.10 Appointment of Officers to JNC Terms and Conditions of Appointment

In circumstances where a Business Manager post is evaluated under the Council's approved Job Evaluation Scheme and receives a score of 739 they will be offered a revised contract of employment on JNC terms. If they accept the offer they will be subject to the Pay and Grading Arrangements for Officers engaged on JNC Chief Officer Terms and Conditions of Service.

5.5 Business Managers

5.5.1 Terms and Conditions of Service

A number of the Business Managers are engaged on the National Agreement on Pay and Conditions of Service negotiated by the National Joint Council for local government services commonly referred to as NJC or Green Book terms.

A list of post holders engaged under NJC terms has been included below.

Business Manager – Administration

Business Manager – Customer Services & Communications

Business Manager – Elections & Democratic Services

Business Manager – ICT

Business Manager – Heritage, Culture & Visitors

Business Manager – Parks & Amenities

Business Manager – Planning Policy

Business Manager – Town Centre Development (scale TBC)

Terms and conditions relating to Chief Officers that assume the role of Business Manager is available within the National Agreement on Pay and Conditions of Service document [[link to document to be inserted](#)].

5.5.2 Remuneration

In line with the nationally agreed terms the Council have adopted the Greater London Provincial Council (GLPC) Job Evaluation Scheme. The scheme became effective on the 1st October 2005 following completion of the negotiations relating to single status.

The Council also has a pay policy outlining arrangements in respect of:

- Protection of Earnings
- Standby Payments
- Call-out Payments
- Weekend Working
- Night Working
- Shift Allowances
- Overtime Rates
- Bank Holiday Working

[[Link to protection of earnings document to be inserted](#)]

[[link to document\(s\) referenced above to be inserted](#)]

Market Supplement (which includes arrangements for officers engaged on JNC terms) [[link to document to be inserted](#)].

The current salary scale for Business Managers engaged on NJC terms is set out below.

Scale/Band	Min SCP/Salary	Medium SCP/Salary	Maximum SCP/Salary	Post
NS13	34 – £36,876	35 - £37,849	36 - £38,813	Business Manager – Administration
NS15	40 – £42,683	41 - £43,662	42 - £44,632	Business Manager – Elections & Democratic Services Business Manager – ICT Business Manager – Parks & Amenities Business Manager – Planning Policy
NS16	43 - £45,591	44 -£46,524	45 - £47,500	Business Manager – Customer Services and Communications Business Manager – Heritage, Culture and Visitors

Note: Changes to grade may occur in year as a consequence of revisions to job description(s) requiring re-evaluation of the post under the terms of the current job evaluation scheme.

5.5.3 Remuneration on Recruitment

When determining the most appropriate scale point at which to offer a post consideration is given to the individuals qualifications, experience and current levels of remuneration (where appropriate). Having considered all of these factors the panel comprising of a Deputy Chief Officer or above will then determine the most appropriate scale point at which to make an offer to the successful candidate so as to ensure that the offer is attractive and one which is likely to be accepted.

5.5.4 Increases and Additions to Remuneration

- Incremental Progression

Once an officer has been appointed they will receive annual increments until such time that they reach the top of the salary scale subject to achieving satisfactory annual performance assessments.

- Pay Awards

Any pay awards are negotiated as part of the collective bargaining arrangements as detailed earlier within the policy.

- Honoraria and Ex Gratia Payments

- Statutory Officers

The Council currently operates an honorarium scheme for certain officers undertaking statutory officer roles or deputising in those roles (see ante). There are three statutory officer roles within the Council, details of which are set out below:

- Head of Paid Service
 - Monitoring Officer
 - Chief Finance Officer commonly referred to as the Section 151 Officer)

In addition to the above the scheme also outlines the arrangements for recompensing officers that assume the role of Deputy Monitoring and Deputy S151 Officer. Ordinarily these roles are undertaken by Chief Officers engaged on JNC terms, however the scheme allows for officers engaged on NJC terms to undertake these roles as may be necessary from time to time.

Details of the scheme including information relating to the post holders that are currently in receipt of such payments can be found in the Statutory Officers Honorarium document [\[link to document to be inserted\]](#)

- Other

Officers engaged on NJC conditions of service may in some circumstances receive honorariums/ex gratia payments as a consequence of undertaking duties in part or full at a higher level. The amount payable will be different according to each individual set of circumstances to be determined by the respective Director in conjunction with the Human Resources Section. Further details relating to the terms outlined within the NJC conditions of service can be accessed here [\[link to document to be inserted\]](#).

- Market Supplements

The Council recognises that financial pressures and pay restraints have impacted on the ability of public sector employers to compete in the labour market. Where the Council finds it difficult to recruit to specific posts and / or retain employees in those posts, the

payment of a Market Supplement to base salary may be necessary as set out within the single status agreement. Typically, a Market Supplement is paid where the 'going rate' for a specific job or specialism is higher than that offered by the Council and it has been unable to recruit/or is struggling to retain current post-holders as a result. In circumstances where this does occur the Council will follow the approved policy recently updated in accordance with national guidance. [\[link to document to be inserted\]](#)

- Expenses

In accordance with the agreement the Council shall pay reasonable out-of-pocket expenses actually incurred.

Meals and Accommodation Charges

Officers will receive subsistence rates based upon the approved rates. Further details in relation to current rates can be found in the Guidance on Travel and Subsistence Allowance [\[link to document to be inserted\]](#).

5.5.5 Arrangements for Election Duties

In accordance with the national agreement Officers are entitled to receive and retain the personal fees arising from carrying out the duties of Deputy Returning Officer and/or Deputy Acting Returning Officer (where applicable).

5.5.6 General Terms and Conditions

Parts 2 and 3 of the green book including localised arrangements can be found in the National Agreement on Pay and Conditions of Service document [\[link to document to be inserted\]](#).

5.6 General Policies in relation to Remuneration and Recruitment

These policies apply irrespective of status and/or terms that officers of the Council are engaged on.

5.6.1 Performance Related Pay and Bonuses

The Council does not currently operate any form of performance related pay or bonus schemes.

5.6.2 Benefits in Kind

The Council does not currently provide any form of benefits in kind to employees engaged by the Council.

5.6.3 The Local Government Pension Scheme and Policies with regard to exercise of discretion.

All employees of the Council have the option to join the Local Government Pension Scheme (LGPS). The scheme is a statutory scheme and operates on the basis of employee/employer contributions with employee contribution rates differing according to

earnings. Details of the scheme including current contribution rates can be accessed by following the attached link. www.lgps2014.org

The scheme provides for exercise of discretion that allow for retirement benefits to be enhanced. The Council will consider each case on its own merits in accordance with the parameters defined within the policy.

Details in relation to any discretion that may be afforded in respect of pension augmentation can be found in the Redundancy and Discretionary Compensation Policy [[link to document to be inserted](#)]. This policy applies to all officers of the Council irrespective of their status.

5.6.4 *Payment of Chief Officers on their Ceasing to Hold Office Under or to be Employed by the Council*

Arrangements relating to the provision of termination payments for the loss of office for Chief Officers and all other officers leaving the authority on the grounds of redundancy, efficiency and early retirement are outlined in the Council's policy. Details in relation to any discretion that may be afforded in respect of pension augmentation can be found in the Redundancy and Discretionary Compensation Policy [[link to document to be inserted](#)]. This policy applies to all officers of the Council irrespective of their status.

5.6.5 *Severance Packages over £75,000*

Where a member of staff applies for voluntary redundancy, early retirement, termination on the grounds of efficiency or is made compulsorily redundant the pension and redundancy entitlements are determined by the Chief Executive in consultation with the Discretionary Payments Panel which is made up of the Chief Executive, the Section 151 Officer and another Chief Officer. Where appropriate the panel may comprise the nominated deputy for the Chief Executive or the Section 151 Officer.

Appeals against a decision of the Discretionary Payments Panel will normally be determined by an appeal panel comprising either the Chief Executive, their nominated deputy, the Section 151 Officer, their nominated deputy or another Chief Officer provided that they have not been involved in the initial determination. However in the case of Chief Officers any appeal shall be determined by the Policy & Finance Committee or a sub-committee appointed on their behalf acting as an appeal panel.

In the case of any voluntary redundancy, compulsory redundancy, efficiency or early retirement (including health related which falls short of meeting ill health early retirement regulations) in respect of a member of staff where the cost to the Council exceeds £75,000, the Chief Executive shall not determine the matter until he has first consulted a Member Panel comprising the Leaders of all political groups of the Council.

In determining the "cost to the Council" for the purposes of this policy, the following will be included:

- the cost of early release of pension (pension strain);
- the cost of any pension enhancement;
- the cost of any redundancy payment;
- the cost of any holiday pay, other fees or pay in lieu of notice.

In determining the “*cost to the Council*”, pension benefits which have been bought by the employee will be disregarded.

Note: The Council will have regard to the Statutory Instrument laid before parliament on the 24 January 2017 which brought s41 of the Enterprise Act 2016 into force on the 1 February 2017 (this is an enabling provision which allows the cap regulations to be made). Final details regarding the regulations and associated guidance is now awaited from East Midlands Councils and once received the Statement along with any other associated policies/procedures will be updated to reflect legislative requirements.

5.6.6 Settlement Agreements

The Chief Executive has delegated authority to determine the terms of Settlement Agreements relating to any member of staff.

In the case of any proposed Settlement Agreement in respect of a Chief Officer, the Chief Executive shall not determine the terms of the Settlement Agreement until he has first consulted a Member Panel comprising the Leaders of all political groups of the Council.

5.6.7 Recruitment of Officers in receipt of a Local Government Pension/Fire Fighters Pension, Severance or Termination Payment

When considering employing individuals in receipt of a local government pension or fire fighter pension the Council is required to have regard to the policy on Pension Abatement as determined by the relevant Administrative Body for the Pension Scheme e.g. Nottinghamshire County Council. It should be noted that the Administrative Body for the purposes of discretion may differ according to the location where the individual was previously employed.

The Council’s current policy in relation to the appointment of former staff as consultants requires that any ex-employee who has taken voluntary redundancy or early retirement be not engaged as a consultant (including under a contract for services) without a formal committee resolution.

The Council will not presume against re-employing former members of staff who have received a payment for redundancy, severance or any other reasons defined under the terms of a settlement agreement if the Council is satisfied that the individual is the best candidate for the post. Likewise the Council will not presume against employing individuals who have received severance or termination payments by another organisation listed on the Redundancy Modifications Order if the Council is satisfied that the individual is the best candidate for the post.

Where appropriate the Council will also have regard to the regulations and any associated guidance notes produced concerning Exit Pay Recovery for officers returning to the public sector follow exit.

This policy applies to all posts that are advertised within the Council irrespective of their status and is in-keeping with the Council’s policy on Recruitment and Selection in respect of ensuring equality of opportunity.

5.6.8 Use of "Off Payroll" Arrangements

For the purpose of this policy "off payroll" arrangements refer to individuals engaged directly under a contract for services (rather than employed direct by the Council) operating at the Chief Officer level.

Although the Council will not presume against employing individuals under a contract for services they will only do so in exceptional circumstances for a temporary period of time.

6. Publication and Access to Information

- 6.1 A copy of this document will be published on the Council's website along with any supporting documents referenced within.
- 6.2 In addition the Council also publish data on the internet as part of the wider transparency agenda relating to the publication of senior salary information. For the purpose of this exercise the Council publish details relating to post holders earning £50,000 or above in accordance with the threshold preference expressed by the Government.

7. Equality Impact Assessment

- 7.1 This policy has been developed with due regard and consideration for other policies, procedures and agreements currently in operation within the Council and follows the completion of an equality impact assessment, details of which are held in Human Resources.

8. Approval/Review

- 8.1 Before it takes effect, the pay policy statement has to be approved by a resolution of the Council.
- 8.2 In accordance with existing constitutional arrangements proposed amendments to terms and conditions of employment are referred to the Policy and Finance Committee for consideration and approval, before being referred through to the JCC to allow for consultation and/or negotiation (where appropriate). Approval of Human Resources policies and procedures are delegated to the Head of Paid Service after prior consultation at the Joint Consultative Committee.
- 8.3 Given that the policy statement relates to terms and conditions of employment as well as making reference to Human Resources policies and procedures it is appropriate for the content of the policy to be considered by the Policy and Finance Committee and any amendments made thereto before the policy is referred on to full Council for approval.
- 8.4 Any proposed changes to terms and conditions of employment including salary arising from collaboration activities e.g. shared services will be subject to the prior approval of the Policy & Finance Committee.
- 8.5 A review of the policy statement will take place annually and the contents of the policy referred to full Council for approval in advance of the financial year to which it relates. In certain circumstances it may be necessary to review the policy in year as a consequence of changes to legislation and/or organisational requirements. In the case of legislative

changes where the Council has no discretion the policy statement will be automatically amended to reflect the revised legislation. In any case where there is discretion or where it is proposed to make in year changes to reflect organisational requirements such changes may be approved by Policy & Finance.

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

APPROVAL OF NOTTINGHAMSHIRE'S LOCAL OFFER FOR CARE LEAVERS

1.0 Purpose of the Report

- 1.1 This report provides a summary of the District/Borough Council elements contained within the proposed Nottinghamshire Local Offer for Care Leavers, attached as **Appendix A**, which is recommended for approval.

2.0 Background

- 2.1 There are approximately 70,000 children in care in England at any one time. Many of these young people when they leave care face serious disadvantage in their lives, compared to their peers. While most young people continue to rely on their families long after they are 18, young people leaving care often do so without the support of a loving family. This is the context for Section 2 of the Children & Social Care Act 2017 which requires each local authority (including District Councils) to publish a Local Offer for its care leavers (18 – 25 years). It should provide information about all the services and support, statutory and discretionary that is available to them from each local authority.
- 2.2 The Local Offer should include details of local authority services and support that could help care leavers' transition to adulthood and independent living in relation to health and well-being, positive relationships, education and training, employment, accommodation and participation in society.
- 2.3 Through the Nottinghamshire Local Authorities Chief Executives' Group, the County Council and District/Borough Councils agreed to create one joint single Care Leaver Offer for Nottinghamshire.
- 2.4 Representatives from the County Council, district/borough councils', other public sector services, voluntary organisations and key stakeholders including ex and current care leavers, have all been involved in developing the draft Local Offer. In addition, a Business Breakfast, hosted by Sir John Peece, has been organised for March to engage local businesses in the offer with particular emphasis on the employment and training aspect.
- 2.5 Various work streams were agreed and have been led by appropriate senior officers from the County and District Councils with Newark & Sherwood's Chief Executive providing the link with, and lead from, Nottinghamshire Chief Executives.

3.0 Contributions from Borough/District Councils

- 3.1 The Borough/District Councils' Chief Executives have expressed 'in principle' support for a number of proposals subject to the relevant approvals of their respective Councils. Set out below are those elements of the offer that are of particular relevance to Borough/District Councils.

3.2 Employment, Skills and Apprenticeships

- ❖ A number of Care Leavers are already employed in various apprenticeships by Nottinghamshire local authorities. It is the intention to more actively signpost care leavers to apprenticeships made available by Borough/District Councils and wherever possible, to prioritise care leavers for local authority apprenticeships, for example, guaranteeing care leavers an interview if they meet essential criteria. Ideally, individual Borough/District councils are encouraged to identify and support a specific number of care leaver apprentices per year, paid at the age-related national minimum wage and supported with a care leaver apprentice coaching and support programme, recognising the specific vulnerabilities and extra support that care leavers may need to apply for and succeed in these roles.

3.3 Housing

- ❖ Borough/District Councils' have been working together to secure a consistent offer that gives priority to care leavers within Housing Allocation Schemes, together with a commitment to help care leavers secure accommodation as quickly as possible (ideally within 8 weeks). However, if emergency accommodation is required, it is proposed that the statutory homelessness process would be triggered and homeless accommodation utilised, as a last resort.

3.4 Physical and Mental Health

- ❖ Across the County, some Borough/Districts offer free use and/or concessions for leisure facilities whereas others do not. In recognising the health and wider well-being benefits of physical activity, it is proposed that all Borough/District Councils consider providing free membership of their leisure centres to Care Leavers.

3.5 In addition to the above, all Nottinghamshire Borough/District Councils have previously agreed to exempt care leavers from council tax up to their 25th birthday as part of the development of this Local Offer. It is understood that Nottinghamshire is the first two-tier area to make this commitment but a number of others are now following, including Derbyshire and Lincolnshire.

3.6 At the time of preparing this report, the draft Local Offer is scheduled to be submitted for approval to Nottinghamshire County Council's Children & Young People's Committee on 11 February 2019 and to each respective Borough/District Council Cabinet and/or Committees in February/March 2019.

3.7 The current number of care leavers in Nottinghamshire (as at 9 January 2019) is provided below by district/borough areas:

	18-20 years	20years +
Ashfield	41	55
Bassetlaw	33	41
Broxtowe	4	9
Gedling	14	20
Mansfield	44	57
Newark & Sherwood	33	24
Rushcliffe	15	24

4.0 Other Partnership Activities

- 4.1 As mentioned above, a Business Breakfast will take place on Thursday, 7 March 2019, hosted by the Lord Lieutenant of Nottinghamshire. He will outline the Local Offer to business leaders from across Nottinghamshire and invite them to pledge their support to increase employment opportunities for care leavers.
- 4.2 Children's Services Directors from across D2N2 are discussing the development of a joint offer across the region, which has been promoted by the Care Leaver Ambassador who is also advocating for a stronger national offer for care leavers to be developed centrally by government.
- 4.3 Though positive progress is being made around the Care Leaver agenda, the objective of course has to be to reduce the number of children in care and better support those currently in care. Historically, in two tier areas, this has tended to be solely the domain of Children's Social Care but there are clearly opportunities for Borough and District Councils to make a more active contribution, supporting and incentivising fostering and adoption for example.

5.0 Communicating the Local Offer

- 5.1 Nottinghamshire County Council's Communications Team is co-ordinating a multi-channel media launch of the Local Offer from 4 March and will liaise with Borough/District Councils and other partners for this activity. This includes a conference for local authority officers and relevant practitioners delivering services and support across the 6 themes of the Local Offer (Summer 2019). The conference will inform them of the Offer as it relates to their service, raise awareness of how to adapt their practice to deliver an effective service for care leavers and to promote other areas of the Offer to the care leavers they support.
- 5.2 Subject to approval, the Local Offer will be available to all care leavers through their social worker or personal adviser, in a format that is appealing and accessible to young people. It will also be available on a dedicated area of 'Notts Help Yourself' (www.nottshelpyourself.org.uk) and on a mobile App. The use of IT platforms means that the current Offer will be updated as soon as new services and support become available from partners. The design of all formats will be informed by the feedback gained from consultation with care leavers on the Local Offer that was undertaken between 10 and 21 December 2018.

6.0 Governance

- 6.1 It is proposed that Nottinghamshire's Looked After Children (LAC) and Care Leavers (CL) Strategic Partnership Board be the body accountable for the performance management and continuous improvement of the Offer.

7.0 Other Options Considered

- 7.1 That each local authority in Nottinghamshire develops and produces its own Local Offer for Care Leavers.

8.0 Financial Implications

8.1 The costs associated with the proposed Local Offer for Care Leavers are contained within the Council's allocated revenue budgets and the County Council's existing Children's Social Care, Communications and HR budgets.

9.0 Equalities/Implications for Service Users

9.1 The proposed Local Offer for Care Leavers has significant and positive benefits for services users, namely the County's care leavers, who are some of the most vulnerable residents in the County. This new Offer provides a comprehensive guide to all the services and support care leavers are already entitled to, as well as new entitlements that, together, will have a substantial impact on their lives.

10.0 RECOMMENDATIONS that:

- (a) Members express their commitment to, and support for, the proposed Nottinghamshire Local Offer for Care Leavers and refer approval of the various Borough/District Council elements to the relevant committees; and**
- (b) future consideration be given to how Borough/District Councils might work with Nottinghamshire County Council to support Looked After Children and those at risk/vulnerable of becoming so.**

Reason for Recommendations

To fulfil statutory Corporate Parenting duties, improve lifetime outcomes for Nottinghamshire's care leavers and to reduce lifetime local and national spend on care leavers.

Background Papers and Published Documents

Children and Social Care Act 2017

<http://www.legislation.gov.uk/ukpga/2017/16/contents/enacted>

Local offer guidance: Guidance for local authorities (February 2018)

www.gov.uk/government/publications/local-offer-guidance

For further information on the content of this report please contact Leanne Monger - Business Manager – Housing, Health & Community Relations on ext. 5545.

John Robinson
Chief Executive

NOTTINGHAMSHIRE'S LOCAL OFFER FOR CARE LEAVERS

Leaving care is a big thing in your life, and without the right support it can be difficult and stressful. Even though you are leaving care, or have left care, as your corporate parents, we still care about you and want to support you to have the chances and successes in life that other young adults have.

The Local Offer for Care Leavers tells you about the “offer” of services and support that is available to you as a care leaver in Nottinghamshire. We know that it is a big step when you move out of care and start living on your own or with others. We want to make sure that you feel safe and supported and know where and who to go to for advice and help.

Local care leavers have helped us to create this offer. We will continue to listen to your views to make sure the services and support we offer are what you need and improved on an ongoing basis.

DRAFT

QUICK READ GUIDE

The guide has been split into the following main sections:

What does the local offer mean for me? *pages 3 to 5* - including checking your eligibility for this offer, the role of a personal adviser, your pathway plan and your rights overview – I will add page numbers to this and the following

- 1) **Setting up your own home and helping you stay there:** *pages 6 to 8* - preparation for getting your own place and support to do this.
- 2) **Looking after your money:** *pages 9 to 11* - how to obtain financial support and manage your money effectively
- 3) **Keeping healthy and happy:** *Pages 12 to 13* - advice on how to seek emotional, physical and mental health services
- 4) **Education, training, skills and work:** *pages 14 to 18* - guidance and information about job options improving your skills and knowledge plus financial support to do this,
- 5) **Family and relationships:** *pages 19 to 20* – support on how to achieve and maintain healthy relationships with family and friends
- 6) **Finding things to do and feeling part of where you live:** *pages 21 to 22* – ways to spend your free time, including volunteering, how to help improve services for care leavers, and to get important documents together

What's happening next? *page 23* - plans to improve the offer and how you can get involved, how to keep up to date with new support and services, and the Care Leaver Covenant

Additional information: *pages 24 to 36*

- 1) **Extra information for your health and well-being:** *pages 24 to 28* – description of physical and mental health and well-being services, including contact information
- 2) **Extra information on helping you into work, training and education:** *pages 29 to 31* – additional organisations and opportunities that may be of interest
- 3) **What's on offer in your local area:** *page 32* – including discounted leisure facilities, community involvement and volunteering
- 4) **More information about your Pathway Plan:** *page 33*
- 5) **Corporate Parenting Principles:** *page 33*
- 6) **Useful contacts, resources & further support:** *pages 34 to 36*

WHAT DOES THE LOCAL OFFER MEAN FOR ME?

To be able to get the support and services available in this Offer, you must have been in care for a period of at least 13 weeks (or periods amounting to 13 weeks) which began after age 14 and included some time after your 16th birthday. If you were looked after on or after your 16th birthday but for less than 13 weeks you may still qualify for some support.

If you're not sure whether the Offer applies to you, ask your social worker or personal adviser whether it does.

If you don't have a social worker or personal adviser, get in touch with the Leaving Care Team and they will be able to let you know whether it applies to you.

If you've had a personal adviser in the past and would like some support from the Leaving Care Team again, please get back in touch.

You can contact Nottinghamshire's Leaving Care Team by telephone or email:
Bassetlaw, Newark Mansfield: 01158041236 or LeavingCareDuty@nottsc.gov.uk
Ashfield, Broxtowe, Gedling, Rushcliffe: 01158546318 or LeavingCare.South@nottsc.gov.uk

Support from personal advisers is centred on your individual needs and aspirations and can continue until you are 25 years old, but you may decide you no longer need support before then.

Everything that is available to care leavers in this Offer is available online at www.nottshelpyourself.org.uk. You can email quality.improvementgroup@nottsc.gov.uk to request more copies.

If you have one, your social worker or personal adviser will talk with you about the information in the Offer.

If there is anything in this guide that you don't understand or you want to learn more about, speak to your social worker or personal adviser, or get in touch with the Leaving Care Team by email or telephone via the contact detail provided above or on page 34.

If you identify as a former unaccompanied asylum seeking child or are awaiting leave status from the Home Office, there may be some elements of this Offer that you are not entitled to. Please discuss this with your personal adviser.

Your rights checklist

By law you are entitled to the following

- ✓ Involvement in decisions for your life.
- ✓ Access to personal adviser support and advice until your 25th birthday
- ✓ A Pathway Plan detailing the journey to your future.
- ✓ To request access to any information we may hold about you.
- ✓ Be listened to and supported in where you decide to live.
- ✓ To obtain your consent if we wish to share your information with other parties.

Our vision and ambition for you as your corporate parents

We are Nottinghamshire's Looked after Children (LAC) and Care Leavers Strategic Partnership (the partnership). Nottinghamshire County Council, and now the 7 district councils of Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark and Sherwood and Rushcliffe, are your statutory corporate parents.

This means we must provide you with certain support and services by law. However, we provide these things and more because we know it is the right thing to do to help you get on in life. Our other partners who provide services and support for you include housing providers, schools, colleges, universities, businesses, voluntary and community organisations and the police who also take on this role because they know it is the right thing to do.

We all want you to have every opportunity and the support you need to be the best you can possibly be.

We will give you strong roots of stability, love, encouragement, positive relationships and healing from past harm. We will give you wings of resilience, ambition, aspirational goals and practical and emotional support into successful adulthood.

Our ambitions for you as corporate parents mean that you will:

- be safe and feel safe
- experience good physical, emotional and mental health & wellbeing
- fulfil your potential
- make a positive contribution to your community
- successfully move to adulthood
- achieve employment and economic independence

Nottinghamshire County Council supports the national Care Leavers' Charter which means we promise to:

- respect and honour your identity
- believe in you
- listen to you
- inform you
- support you
- find you a home
- be a lifelong champion.

The full charter can be found online [here](#):

Personal advisers

It is your right by law to have a personal adviser (PA) and Nottinghamshire County Council will provide you with one from the age of 18 until you are aged 21. You also have the right to support and advice from a personal adviser up to your 25th birthday if you need it.

The role of a personal adviser is to help you prepare for independent living and to support you as you prepare to leave care and after you leave care, depending on your circumstances. Personal advisers are also here to support you to overcome any difficulties that you may be experiencing. Personal advisers are responsible for helping you to create your own Pathway Plan, keeping it relevant to your circumstances and most importantly supporting you to achieve the goals you set out for yourself in it

The amount of support that you receive from your personal adviser will depend on what you want and your circumstances.

The Leaving Care Team will consider with you what extra support you may need. You might, for example, need extra support because:

- you are homeless
- you have special educational needs or a disability
- you are not in employment, education or training
- you are a former unaccompanied Asylum Seeking Child (UASC) and your immigration status is unclear
- you are in or leaving custody or you have had contact with the criminal justice system;
- you are a young parent or
- you are going through a difficult time in your personal life.

How to get a personal adviser

If you've had a personal adviser in the past and not been in touch for a while, don't worry. If you're under 25, we can still help. Get in touch on 0115 804 1236 for Bassetlaw, Newark & Mansfield or 0115 854 6318 Ashfield, Broxtowe, Gedling and Rushcliffe.

We will try to make contact with you by letter once a year, so if you do hear from us in this way and would like some help, please do get in touch.

Your Pathway Plan

You will create your own Pathway Plan, with support from your social worker, when you are about 16. It sets out what you want to achieve when you leave care. Your social worker will work with you to set out your needs, views and future goals, and identify exactly what support you will receive from us. It will also set out who will help you in this journey.

You will look at your Pathway Plan again every six months, with the help of your social worker until you are 18. This is to make sure that it still reflects your needs. When you leave care at 18, you and your PA will have another good look at your Pathway Plan to check it still makes sense for what you want to achieve once you have left care. You will be able to review your Plan every 6 months.

You can find out more about Pathway Plans on [page 33](#)

Your right to be heard

An Independent Advocate can inform you about your rights and help you to be heard in meetings. They are separate from Children's Services and in Nottinghamshire are provided by a charity called the Children's Society. If you would like an Independent Advocate call Freephone 0808 901 9488 or email advocacy@childrenssociety.org.uk or ask your personal adviser to help you get one.

If you have a disability or special educational needs

If you have special educational needs and/or disabilities there is a specific 'Local Offer' that describes the help you can expect in your local area. Further information is available on the Notts Help Yourself website – click on the SEND Local Offer tile – www.Nottshelpyourself.com

If you are an unaccompanied asylum seeker

We will make sure that you have the support you need and that this is recorded in your Pathway Plan.

If you are under a period of probation supervision

Your probation worker will make contact with your PA and we will work together to make sure you get the support you need to help you complete your court order.

SETTING UP YOUR OWN HOME AND HELPING YOU STAY THERE

We know that finding accommodation is really difficult. Our aim is to support you to live independently in accommodation that meets your needs, is stable and affordable, and makes you feel safe. Where you live when you leave care will depend on your individual circumstances and needs. There are many living options available to you and your personal adviser will support you to decide which option suits you best.

We will encourage you to stay in care until you are 18. If you decide to leave care before turning 18 years old, we must make sure that you have somewhere suitable to live.

You and your personal adviser will make sure that the support that you require when you leave care and the accommodation that you choose is included your Pathway Plan.

If you do not have a personal adviser and would like their help with your current accommodation circumstances please contact the Leaving Care Team 0115 804 1236 for Bassetlaw, Newark & Mansfield or 0115 854 6318 Ashfield, Broxtowe, Gedling and Rushcliffe.

We will help you find a home that's right for you

Our commitment to you to help you find the right place, one that you can call home. Some care leavers live in individual flats or houses, totally independently and don't need much support from their personal adviser. Others may require more support to live independently. The Leaving Care Service offers different levels of support depending on your individual needs.

Your personal adviser or social worker will help you find out about all types of housing that provide support services and will show you the options that are available to you.

We can help you stay with your foster family if that's what you want

If you would like to carry on living with your current foster carer(s) after your 18th birthday we will help you to do this under what is called a "Saying Put" arrangement. You can do this until you are 21.

If you are still at college, 6th form or on certain training courses such as an apprenticeship when you turn 18 you can "stay put" at your foster placement until the end of the summer term after your 18th birthday. This is to help make sure your course is not disrupted by you leaving care.

Talk to your social worker, foster carer(s) and/or personal adviser if you would like to do either of these. You can find out more about our "Staying Put Policy" here: http://nottinghamshirechildcare.proceduresonline.com/chapters/p_staying_put.html

We'll help you find a place to live

Supported Housing

When you move on from foster or residential care you are likely to move into Supported Accommodation. There are supported accommodation services throughout Nottinghamshire for young people aged 16-21. Some settings have staff on site 24 hours a day to help you if needed, and others have support staff that visit you in a self-contained property or a house that you would share with one other or possibly two other people.

Support staff will help you learn how to budget your money so you can pay your bills, help you understand what managing a tenancy is like, and will support you to access opportunities such as volunteering, training or education. They will also support you to grow more confident and resilient,

and as your independence grows the support you receive will reduce. If you have your own child we can also provide supported accommodation for you and your child.

We will also help you to find housing in an emergency or crisis, and we will work together to make a plan for your longer term housing.

Independent living

If you are ready to move into your own flat and live independently, there are a number of options for you, including “private rented” accommodation, housing associations and “social housing” managed by your local district council (that’s us!). Most council houses have been transferred to housing associations and is now called social housing. For example, Gedling Borough Council housing is now managed by Jigsaw Homes.

Private rented accommodation means renting your home from someone who owns a property. They could be an individual who owns one place or a company who owns lots of properties, for example. We will help you with this by providing you with advice and guidance so you understand exactly what a tenancy is and your rights and responsibilities when renting a house in the private sector, so you get the best possible start in your new home.

We work with housing providers to help you prepare for getting your own place. This includes offering you short courses on how to how to manage a tenancy. You can learn about the different types of housing available, including how to buy your own home, household bills, how to pay them and how they affect your credit score. Some of these are accredited and will help you when you apply for housing. Talk to your personal adviser to find out more.

You don’t have to pay council tax until you are 25

To help you with your bills, we have introduced a Council Tax Reduction Scheme, which means that once you have applied for your Council Tax Discount you will not have to pay any Council Tax until your 25th birthday. If you need any help to apply for this, please talk to your personal adviser.

We will give you priority on Nottinghamshire local authority housing waiting lists

We (Nottinghamshire’s 7 district councils – see below) have agreed that care leavers are a priority on our waiting lists for social housing. When you apply for local authority housing in a planned way we will make you a high priority applicant so that you are offered a property quickly, ideally within 8 weeks. If you come to us for re-housing in an emergency we would only take a homeless application from you as a last resort.

As a Nottinghamshire care leaver you will be able to move anywhere within the county – this covers Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood and Rushcliffe. So give some thought to where you would like your first independent home to be. For example, would it make sense to be close to college, work and/or friends?

We’ll support you when applying to the district council for social housing

When you apply for a home with us (through one of the 7 district councils) you can choose whether you would like live on your own or to live in a shared house. If you want to live on your own, we will support you through the process of bidding for properties and provide the additional funding required to make this happen. This is called Discretionary Housing Benefit.

In certain circumstances we will pay your deposit and act as guarantor

Many landlords require the payment of a deposit when you take up a tenancy. They also often ask for someone to act as a guarantor. When you reach 18, if appropriate and as part of your Pathway Plan, if your landlord requires a guarantor or deposit then we can support you with this.

We will help you move into and furnish you home so you can make it your own

To help you live independently in accommodation that is stable and affordable, we will offer practical and financial support which you can find out more about in the Looking After Your Money section of this guide on [page 9](#). Some social and supported housing providers offer their tenants support to help with the practical side of things, so talk to your personal adviser if this is something you are interested in.

We will help you keep on top of your bills and rent

We understand that looking after your own home and knowing what you have to do as part of your tenancy contract can be hard. We want you to succeed and stay in your home. We will offer advice and support to help you do this by helping you to settle into your new home. We can give you advice about holding down a tenancy, paying your rent and bills, making sure you are applying for all the benefits you are entitled to and helping you learn to budget/manage your money. We can arrange for your housing benefit and/or rent to be paid directly to your landlord, if this would help managing your money.

We understand that paying bills can take some time to get used to and things go wrong sometimes. If this happens to you, please get in touch with our housing officers or your personal adviser as soon as possible so we can work together to put things right.

DRAFT

LOOKING AFTER YOUR MONEY

As you leave care, and move into adulthood, we will support you to become a financially independent adult. We offer a range of practical support and advice, as well as direct financial support to help you make a successful shift from care to independence.

Help to keep to a budget

It's really important that you know how much money you have and to plan for the essential things you have to pay for. Organisations like Citizen's Advice can help you with this. Your personal adviser can also help you with this, including support for budget planning, prioritising payments and opening a bank account.

Help to claim benefits

We will support you to make contact with the Department for Work & Pensions (DWP) to make sure you are accessing the benefits available to you if you are on a low income. Personal advisers are your personal link to the DWP, if you want or need one. They can help you to set up your benefits and act on your behalf if you're having problems with your benefit claims. Your PA can support you to do this 4 weeks before your 18th birthday to ensure there are minimal delays in you receiving your benefits. They can also help you to get hold of your National Insurance number if you don't have one or don't remember it. Don't forget to give your consent for your PA to act on your behalf with the DWP at your Leaving Care Interview.

You can also check out whether there is any financial support available to you using this [website](#)

We'll be there to help in an emergency

We understand that managing money when you first leave care isn't easy and that sometimes things go wrong. If this happens to you, please get in touch with your personal adviser as soon as you can and we will help you to sort things out. This can include providing additional financial support if you need it. For example, if your first benefit payment is delayed or if you have a gap between your last benefit payment and your first payday.

Supporting you to set up your first home

If you choose to live independently, with your own tenancy, we will support you financially in a number of ways. We will give you a Home Establishment Grant. This can help to pay for things such as your first year's contents insurance, furniture and a TV.

We'll also help to pay for your actual move, so things like a removal van, furniture storage and boxes. Sometimes we can help to top up your electricity or gas meters when you first move in and perhaps pay for your first month's rent and deposit (if private renting is right for you). Your personal adviser will help you with all of this, as well as looking into any grants, discounts or other sources of funding that may be available to you in your particular circumstances. For example, on household bills such as water - you could be entitled to up to 90% reduction on your water bill with Severn Trent. This scheme will also help you clear any debts you have with Severn Trent. Talk to your personal adviser about this, go to www.ccwater.org.uk/households/help-with-my-bills/severn-trent-water-big-difference/ or call 0800 917 6901 to find out more.

If you are aged 16 or 17 and living in a supported or semi-independent home, we will provide you with a regular allowance to meet your needs.

Your Child Trust Fund and Junior ISA

You will have a Child Trust Fund or Junior ISA bank account from when you were in care. It is made up of money paid in by the government and sometimes Nottinghamshire County Council and/or your carers over the course of your time in care. You can access it when you turn 18. You can choose to leave it where it is, take it out or transfer it to another bank account. Your social worker or PA will be able to tell you more about your account, including where the savings have come from, and help you to fill in the form when it arrives (this may be before or after you leave care).

Supporting you at university.

We will support you financially whilst you are at university or in higher education. We will contribute £3465 per year towards your fees (you will be expected to use the student loan and maintenance loan to cover the rest). We will pay for your accommodation all year round and provide you with a grant of £2000. We will also help you to apply to any care leaver grants or bursaries that may be available to you at your university.

Supporting you at college or other education programmes

We will support you to access the financial support you are entitled to if you are at school or college. This may depend on your age, type of course and other circumstances.

We will provide you with the following financial support for your course until you are 21, or over 21, or until the end of your programme of education or training as long as it is in your Pathway Plan

- Registration and Examination fees
- Textbooks and software specified as essential
- Activities essential to meet course requirements
- Public transport between home and place of learning
- Transport to open days and interviews
- Specific clothing, including clothes for interview and essential equipment relating to the course

If you are 20 or over, they can also help you to access other sources of funding to support you into education and training.

If you are 18/19 and in full-time education you may be entitled to the 16 to 19 bursary fund. This can be up to £1200 per year. Care leavers are a priority group for this funding. <https://www.gov.uk/1619-bursary-fund>.

Extra help for young parents.

If you are under 20 at the start of your college course, you may be entitled to help with childcare costs while you study under the Care to Learn scheme. You can get up to £160 a week. www.gov.uk/care-to-learn

If you have children under 5 you may get help with the cost of childcare. See [page 17](#) for more information

Help towards health costs

If you are on a low income, you shouldn't have to pay for healthcare costs such as prescriptions, dental care or glasses. If you do need help to pay for healthcare costs, please talk to your personal adviser as we may be able to help.

Other financial support

We will always look at other ways of supporting you financially in ways that fit your individual circumstances, such as providing you with a phone card to call relatives that live outside of the UK. We'll also help you access other sources of funding. Please speak to your personal adviser if you need help with something important to you that you are struggling to pay for.

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KEEPING HEALTHY AND HAPPY

Looking after yourself is really important and we want to give you all the support you need to be as physically, mentally and emotionally healthy as possible. We recognise that everyone is different and will have a wide range of health and well-being needs. Therefore, we will support you to access the health and well-being services and activities that are right for you. When you leave care:

We'll support you to look after your health and wellbeing.

Your personal adviser can support you with anything to do with your health and well-being. They'll also have information about the health professionals who already support you. On leaving care you will now receive the same health services as any other adult, this includes a GP.

If you have an additional health condition and regularly see a health specialist, that worker will support you to make sure you have your needs met by adult health services when you turn 18.

If you're having support from CAMHS (child and adolescent mental health services), your worker will support you to access adult mental health services, if you need them.

We'll give you information about your health needs, and health history.

When you leave care, if Nottinghamshire is the council that had responsibility for you when you were in care, we'll give you a summary of your health needs and your medical history in a document called your "Important Health Information". If a different authority had responsibility for you when you were in care, they will give you this information.

The information from your last annual health assessment and your Leaving Care Review will feed into your Pathway Plan. This will include what you need to look after your physical, mental and emotional health after you've left care. This is to make sure you get the support you need.

We'll give you information about local health services and support

There is a range of health services and support available to help you. Go to [pages 24](#) and you will find a description all the types of physical and mental health and well-being services available, as well as the information on how to contact them if you need to. Your personal adviser can help you to do this if you need them to.

Help to pay for healthcare charges

If you are under 19 and in full-time education, on a low income, receiving benefits, a lone parent, sick and/or disabled it is likely that you won't have to pay many NHS charges such as for medication or dental treatment. You may have to apply for discounts or exemptions from charges through the NHS Low Income Scheme www.nhsbsa.nhs.uk/nhs-low-income-scheme. In some cases we may be able to help you by paying for additional charges that aren't covered by exemptions. Ask your personal adviser for more information on this or look at [page 24](#)

Support for your emotional and mental health:

It is normal to experience changes in your mood and behaviour, particularly at times of stress and emotional upset. If these changes continue to affect you there is a range of services that can help. Look on [page 26](#) for a full list. If you're not sure what service you need or would like some help to access them, ask your personal adviser for advice.

Free access to council-run leisure centres

If you like to exercise to improve your physical and mental well-being, you might be interested to hear that all 7 district councils now provide free access to their leisure centres for care leavers. You will be able to use their gyms, swimming pools, go to their fitness classes, join sports clubs and get

involved in other activities they have available at any time of day. All for free! To find out how to sign up in your district go to [page 32](#)

Other support available

If you'd like them to, your personal adviser can also support you to

- register with a local doctor (GP), dentist and other health services (such as an optician) when you move home
- attend hospital, GP or other health appointments
- access drug and alcohol support
- register for a C-Card (for access to free contraception)

If you have a disability

If you have a disability your social worker will start to work with you, usually from around the age of 16, (it can be later) to look at what might be the best housing options for you when you leave care. They may get in touch with the Transition Team within our adult social care service and, if needed, the relevant health services, to make sure you have all the support you need to keep you healthy, happy and safe after you turn 18. If appropriate, you will be introduced to a new worker, from the Transitions Team, who will support you from 18 and will work out if you can get on-going support from Adult Social Care. If you do need on-going support from Adult Social Care you will have a financial assessment and you may have to pay towards this support. You are also entitled to the Offer detailed in this document, including support to claim for benefits, which you can find more information on in Looking After Your Money on page 9.

If you do not need support from Adult Social Care at this time but may need it at a later point in your life, you can telephone Nottinghamshire County Council Customer Services Centre on 0300 500 80 80 for advice and guidance. They will guide you and signpost you to the most appropriate service. You can also look at [Notts Help Yourself](#) which contains lots of information about different types of support you can access as an adult.

EDUCATION, TRAINING, SKILLS AND WORK

As your corporate parents, we believe in you and will support you to fulfil your potential. We aim to give you the support that any parent would give their own children to get an apprenticeship, go to college or university and/or to get the job they want. We will help you to gain the skills and qualifications you need and help you to be ready for work when the right job comes along.

Together, we will work with you to offer work place opportunities, including work taster sessions, work experience, apprenticeships and job opportunities. These will be flexible and tailored to your needs so you can understand what it is you want to do in your working life.

We understand that you may not be ready to pursue your ambitions when you leave care (you might be a parent, have additional learning needs, be a young offender or just have a lot of other things to think about) so we will provide support until you are 25 so you can choose when the time is right for you.

We will provide support to make sure you receive any additional help you require if you have special educational needs and/or disabilities. This includes taking into account the support you require which has been identified in your Education, Health and Care Plan if you have one until age 25.

Extra support for care leavers

When you do decide to explore your ideas in this area, as a care leaver entering education and/or training between 18 and 25, there is a range of education, training and job options available, with additional support available to you. If you let your college, university or training provider know you are a care leaver they will give you extra help. We understand doing this may not be easy for you, so do ask your personal adviser if you would like some help with this. Otherwise you could ask for a private conversation with your tutor. Some places give you the option to tell them on the application form. Remember they are all there to help and support you.

Specialists available to help you every step of the way

As well as having a personal adviser, the Leaving Care Team will put you in touch with your own achievement adviser. They will help you to work out what your education, training and/or employment goals are and build your confidence and skills towards getting the job you want. They will get to know what you would like to achieve, help you identify what skills you need to get ready for work (these are called employability skills), and also what skills, training or qualifications you need for the job.

If you need extra specialist support, your achievement adviser will find this for you. For example you may need one- to-one employability mentoring support. This will all be done in a way that suits your situation and needs, and your adviser will help you move into work when you are ready. You will agree this together as part of your Pathway Plan.

Your Achievement Adviser can help you from the age of 18 to 21, or until you've finished your college or university course if you are still studying after you are 21.

Jobs advice and guidance

We will help you to get careers information and advice – this can be either through your achievement adviser, college, university, higher education setting or a specialised Information and guidance provider, for example Futures - www.the-futures-group.com/futures-for-you.html .

Getting ready for work and/or study

We will support you to learn new skills and gain the experience and knowledge required to get the job you'd like. Your achievement adviser will talk to you about the best way for you to do this and help you find ways to achieve your goals.

Some of the skills you need can be as simple as gaining confidence, learning to make good decisions, working as part of a team, knowing how to solve problems or learning to use a computer. You might do this through a short course, a workshop, work experience, a work placement, longer term college or university course.

Supported housing providers also help you build up your skills ready for work through volunteering and short courses. For example, these might include confidence workshops, taking part in staff interviews, accredited training such as City and Guilds and apprenticeships. If you are interested in any of these, speak to your key worker where you live.

There are many organisations that offer programmes and courses to get people ready for work. Some of these are particularly helpful for care leavers. These include Futures, the Princes Trust and the Inspire and Achieve Foundation. Find out more on page...

Help with Job Centre and DWP requirements and appointments

We understand that applying for help at or attending Job Centre appointments and going to things like training, work experience or interviews can be scary— so your achievement adviser can come with you if you wish.

To make things as easy as possible for you we have made arrangements with the Job Centre and DWP. They have a special point of contact for care leavers at every Job Centre. If they know you are a care leaver they will be more understanding and give you extra help if you need it. They will also allow your achievement adviser to act on your behalf and your PA can also help you make the most of the support the DWP offer. For example, finding the right courses and activities to help you get into work, preparing for appointments and sorting this out when things get stressful.

Your achievement adviser can also:

- make sure you are getting all the benefits you're entitled to and always make sure you're better off in work, otherwise we will provide a top-up payment
- help you develop your employability skills such as job seeking skills, completing job applications, writing CVs, interview skills (this might be with another organisation)
- help you identify any emotional well-being courses available at the Job Centre to help you get ready for training and/or work
- make sure our support does not disrupt any health related out of work benefits you receive
- look in to discounts on travel to work that may be available from the Job Centre
- provide financial support to if you need it between the end of your benefits and your first pay day or between jobs
- help you update your claims if you are working part-time.

Work experience

We will provide you with work experiences to help you decide what job you're interested in. It's a great way to decide on the career you want and whether you are ready for work. It can also help

- you to decide if you like a job before you apply for it or a college course
- you to stand out from the crowd on a job application or in an interview and
- provide you with a reference once you get your job offer.

We can provide “tasters” of just an hour, half a day or two, or a longer placement of a couple of weeks. Your achievement adviser and work coach have a huge list of companies and organisations with a range of opportunities so let them know if this is something you would like to try. Your achievement adviser will help you prepare for the experience and the practicalities like traveling to and from the workplace.

Apprenticeships

We will encourage and help you to secure an Apprenticeship if this is what you want. An apprenticeship is a job combined with a skills development and training programme relevant to the job role. Apprenticeships are available from GCSE Level 2 (GCSE or Equivalent) up to Level 7 (Postgraduate Level). There are a wide range of apprenticeships available in most professions and these are advertised on the National Apprenticeship Service (see link below).

As a care leaver you are entitled to a £1000 bursary from your training provider that will be paid to you within the first 3 months of you starting your apprenticeship.

If you are interested in becoming an apprentice your achievement adviser can help you. You can find out more [here](#)

Care Leaver apprenticeships in Nottinghamshire

We are committed to increasing the number of care leaver apprenticeships available to you within the partnership and in businesses across Nottinghamshire. We hire apprentices and we offer some dedicated care leaver apprenticeships (at Nottinghamshire County Council and at Newark and Sherwood District Council). Nottinghamshire County Council (NCC) will guarantee all care leavers an interview if you apply for an apprenticeship vacancy and meet all the essential requirements.

We also offer a coaching programme to our apprentices and full support to enable you to successfully complete the apprenticeship training and assessment. NCC are also committed to topping up care leaver apprentice salaries to the National Living Wage to make it affordable for you to work as an apprentice with us. You can search for apprenticeship opportunities across the partnership on [page 29](#).

Thinking of going to college?

We will encourage and help you to go to college if this is what you want. We will give you extra help and individual guidance via your achievement adviser to make sure you are supported to choose the right course and to do well in college. Many local colleges provide extra support to care leavers as they also want you to succeed and achieve your potential.

Your achievement adviser knows the key people at all the local colleges so they can help you with everything you need, from choosing the right course, to helping with your application, preparing for an interview, helping to apply for any benefits you may be entitled to whilst you're in education or training, and helping you to attend college once you start.

We understand that sometimes it is hard to go on your own to enrol so Nottingham College is offering you the chance to enrol at a different time if you want to. Nottingham College will also provide you with the following:

- Access to an Achievement Coach, wellbeing support and health advice
- Support through the college and your achievement adviser to support your attendance
- A named person to support you to get an appropriate work placement or work experience
- Support to visit their various college sites if you just want to find out more.

City College, Nottingham provides dedicated support to students are care leavers, including those on apprenticeships.

Newark College has a service for care leavers whereby they will inform you via your Progress Tutorials of Apprenticeships, work experience and training opportunities available following a discussion about your career aspirations. If you are interested, you will be offered additional support with the application and interview preparation from the Designated Teacher and Progress Coaches.

Look at [page 30](#) for information on other colleges that are easily accessible for Care Leavers in Nottinghamshire.

Thinking of going to university?

We will encourage and help you to go to university if this is right for you. This includes support towards tuition fees and maintenance loans, travel costs at the start and end of term and making sure you have somewhere to live during the holidays – this may be with your foster carer, in your own accommodation or in supported accommodation. If you are at a residential college or university away from Nottinghamshire, we will help you to get yourself and your belongings to and from college/university at the beginning and end of terms if needed. You will work with you PA so that your Pathway Plan includes your accommodation arrangements, including financial arrangements during term time, short vacations and the long summer vacation.

Some of you may have secured your entry qualifications to attend university, but even if you have not, all universities are happy to talk to you about the options available. Your achievement adviser will support you every step of the way, from considering which course and universities might be right for you, to making your application, to helping you move in and then supporting you along the way once you have started your course, and over holiday time too.

Many universities provide additional support to care leavers, so it's always worth searching the websites or contacting the student support service of the ones you're interested in to find out what they offer. If you feel comfortable you can let them know you were in care once you start so you can get the extra help you may need. Your achievement adviser can help you with all of this.

A number of organisations provide care leavers with information to support you going to university, including finance, support and settling in. These include UCAS and Propel.

www.ucas.com/undergraduate/applying-university/individual-needs/ucas-undergraduate-support-care-leavers

www.propel.org.uk

Locally, Nottingham Trent University (NTU) and the University of Nottingham (UoN) will give you lots of information about how they can help you before you apply to them as part of the Growing Lives Programme.

Both universities offer lots of other support to help you settle in and succeed at university. For an overview visit

NTU - www4.ntu.ac.uk/student_services/individual_support/care_leavers/been_in_care/index.html

UoN - www.nottingham.ac.uk/studentservices/services/care-leavers.aspx

And you can find more details on [page 30](#)

Help with the cost of childcare

If you have children under the age of 5, you may be eligible for free childcare. Using childcare can help you get some time out, help you access training or get a job, and it will also help your child to grow and develop and be ready for school.

Families often struggle with the cost of childcare because they are not aware that there is support out there to help them, or they believe that they will not be eligible to receive any assistance. But there are lots of ways to get help with costs. We can also help you find the right childcare for you and your child.

To find out more about childcare and what funding is available, please go to the Childcare tile on the Notts Help Yourself homepage www.nottshelpyourself.org.uk

If you would like further information and advice and would like to speak to one of our advisers please telephone our advice line on 0300 500 80 80

Extra help for Young Parents – if you are under the age of 20 and in school or college you can receive £160 per week to help with your childcare costs and travel to and from the childcare provision. You can find out more here www.gov.uk/care-to-learn and under the Childcare tile on Notts Help Yourself www.nottshelpyourself.com

FAMILY AND RELATIONSHIPS

We realise how important positive and supportive relationships with family, friends and others can be to living a happy, safe and successful life. So we will support you to have a strong and safe support network around you.

Creating a strong and safe support network

If you want to, your personal adviser can advise and support you to get in touch with people who are special to you or who cared for you in the past. They can also support you to re-connect with family in cases where it will be a positive step for you. They can help you to develop healthy relationships with friends and family and help you keep safe. Go to page 4 to find out how to get a PA if you haven't already got one.

Understanding your life history

If and when you want to we will help you to understand your time in care and your life history, including your case files. This can include support to trace your family if needed and support to access extra emotional support if you need it as we understand this can be a challenging time. Speak to your personal adviser if you would like to look at this.

Independent Advocates – supporting your rights as a care leaver

You have the right to have support from an Independent Advocate who can help you to be involved in all the decisions about when you leave care and your plans for leaving care. They inform you of your rights and help you to be heard in meetings. They can help you if you're not happy with the decisions your PA make about the support given to you by the Leaving Care Team. Independent Advocates don't work for social services or the Council, they are completely separate from them, and work for a different organisation. If you would like an Independent Advocate call Freephone 0808 901 9488, email advocacy@childrenssociety.org.uk or ask your personal adviser to help you get one.

Personal relationship support

If you find yourself in relationships that you feel are difficult, that are making you unhappy and/or aren't good for you, your personal adviser can offer support. For example, they can help with domestic abuse and sexual exploitation issues to make sure you feel safe and stay safe.

Your personal adviser will always respect your own gender and sexual identity. They can help you access services that offer support with your sexual and gender identity needs.

Your personal adviser will give you advice and help you to challenge any discrimination you face as a care leaver.

If you are a parent

Your personal adviser can help you find support if you are pregnant or have a young child. Children's Centres are great places to find things like parenting groups and other support for young families with children under 5. For more information please see: <https://nottinghamshirehealthcare.nhs.uk/ccs>

If your child is over 5, then the Family Service may be able to help you with parenting support. To ask for help from the Family Service you, or a professional working with you, should get in touch with the Early Help Unit on 0115 8041248 or early.help@nottscg.gov.uk

The Parent/Carer Zone on Notts Help Yourself www.nottshelpyourself.org.uk provides useful information to parents and parents-to-be.

If you are a first-time teenage mum-to-be, you may also be able to access support through the Family Nurse Partnership (FNP), which is a home visiting service providing on-going support to first-time teenage mothers and their babies (plus fathers and other family members, with mum's permission). For more information go to www.nottinghamshirehealthcare.nhs.uk/family-nurse-partnership . Please ask your Personal Adviser how to do this because it will be different if you want some extra support.

The Healthy Families Teams are also there to support you with your child's development and health needs. For more information please see: <https://www.nottinghamshirehealthcare.nhs.uk/healthy-family-teams>

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FINDING THINGS TO DO AND FEELING PART OF WHERE YOU LIVE

We want you to feel part of the community you live in and wider society. We'll support you to have the opportunities that other young people do, to feel part of your community, wherever and whatever that is, and help you to make a positive contribution in the way you'd like to.

We will also celebrate important life events and faith and cultural events with you. For example, we will help you celebrate your birthday and get in touch at Christmas to make sure you are spending it in the way you want to. We will also help you to maintain and/or explore your faith and ethnicity networks.

Having a say

If you'd like to get involved in improving and designing the services and support for children in care and those leaving care, you can join Nottinghamshire's care leavers group - "No Labels". We want to hear your views on how to make things better for children in care and care leavers like you.

Some care leavers have had life-changing experiences after getting involved in No Labels. They have found that their self-esteem, confidence and skills have grown a lot. This has helped them to make new friends, travel, to make a positive difference for children in care and to find a good job. This could be you! Talk to your personal adviser if you'd like to get involved, or contact Emma Betteridge on 01623 626972 or emma.betteridge@nottscc.gov.uk

If you want to get your voice heard on a national level, then you might want to vote in national elections and to do that you need to enrol on the Electoral Register. This also makes it easier to do other things such as applying for housing, your passport or a bank account.

Getting all your important documents together

To live a fully independent life you need to make sure you have all your essential citizenship identity documents. We will help you to do this and pay for any fees. These include your birth certificate, passport, national insurance number, young person's citizen cards and deed poll to change your name, if you choose to. This also includes making sure you have a bank account. Let your personal adviser know when you'd like to do this.

Having fun, trying new things and meeting new people

Like other people, you might want to find time to relax and enjoy yourself and meet new people from time to time and we'll help you with this if this is what you want to do.

If you fancy an adventure, **we will take you on a free annual residential or day trip** to one of our outdoor and environmental centres in the Peak District and around Nottinghamshire. If you want to organise your own trips, they offer unique and affordable opportunities, covering a wide range of outdoor adventures and environmental activities. You can find out more here <http://www.nottinghamshire.gov.uk/education/outdoor-and-environmental-education/outdoor-education/about>

If you live in supported housing, there will be a range of leisure activities available for you to get involved in such as sports, fitness and adventure activities, day trips, art and craft, nature and gardening clubs and user forums. There will also be opportunities for you to get into volunteering. Talk to your housing support or key worker or personal adviser if you'd like to get involved.

If you like to exercise with your family and friends, you might be interested to hear that all 7 district councils now provide free access to their leisure centres for care leavers. You will be able to use their gyms, swimming pools, go to their fitness classes, join sports clubs and get involved in other

activities they have available at any time of day. All for free! To find out how to sign up in your district go to [page 32](#).

Nottinghamshire Youth Service offers high quality positive social educational activities across the county to care leavers until your 22nd birthday. They can support you to develop your confidence, knowledge, skills and experience in a safe and enjoyable way! To find out more call their Participation Team on 01623 626972.

Through Notts Help Yourself, www.nottshelpyourself.org.uk you can find out about all the groups and activities taking place in your area. Your personal adviser can help you with this and provide information on other groups and clubs you may wish to join. They may be able to help you with the cost of these and other leisure activities. Until you are 19 your Platinum Card will get you into Nottinghamshire County Council youth clubs and activities for free.

Volunteering

Volunteering is a great way to get out of the house, to try new things, build your confidence and skills, not only for your self-esteem, but to help you get into work. New skills gained like communication, team work and decision making can really make you stand out from the crowd when applying for a college or university course and a job. Volunteering can also make you feel pretty good and of course you will make a positive difference to your local or wider community.

One way of getting into volunteering is through the Duke of Edinburgh Award, as it's one of the 4 sections in this adventurous scheme where you get to experience a range of new activities and challenges, as well as learn new skills and sometimes travel to new places with other young people. **In Nottinghamshire it's completely free for care leavers.** Find out more and register here <https://www.dofe.org/> or contact the Nottinghamshire County Duke of Edinburgh Award Office on 01623 556 110 or DukeofEdinburgh@nottsc.gov.uk. As your personal adviser to help you with this if you need it. They can also tell you about other awards, schemes and competitions you can enter.

If you are interested in other volunteering opportunities contact your local CVS (Community and Voluntary Service). Look in the district council information section at the end of the document) or take a look at these websites – www.Do-it.org, www.vinspired.org.uk and www.volunteerics.org.

If you are a parent

You can find out about different activities for children and families across Nottinghamshire, such as toddler groups and children's library sessions by looking on Notts Help Yourself – under the Things to do in the Community tile at www.nottshelpyourself.org.uk

WHAT'S HAPPENING NEXT?

We will be increasing and improving on the services and support we have told you about in this offer to make sure we are doing all we can to help be the best you can be.

We will continue to work with care leavers across the county to make this offer even better, so you have the best opportunities to achieve your potential.

To keep up to date with what the new offers are, keep an eye out on the Care Leaver Local Offer tile on Notts Help Yourself (www.nottshelpyourself.org.uk) as we will post them all on there as they become available. We will launch a Local Offer app so you will find the entire offer on there as well as update - wherever you are, even when you are without a signal or out of data.

We are thinking big with our offer – working with councils across Nottingham, Derby, Derbyshire, the East Midlands and the rest of the country to make sure you and other care leavers can expect the same services and support wherever you live, work or visit.

If you would like to get involved in helping to make this offer bigger and better for all care leavers, we'd love to have you on board. Let your personal adviser know or get in touch with Emma Betteridge on 01623 626972 or emma.betteridge@nottsc.gov.uk

The Care Leaver Covenant

Every council area must create an offer of what's its providing to help care leavers. Alongside this, there is the national Care Leaver Covenant where businesses, charities and other government organisations can pledge their services, support and opportunities to help you move on from care and towards a successful and independent life of your own. These include apprenticeships, work experience and free or discounted goods and services. You can find out more here www.gov.uk/government/collections/care-leaver-covenant--2 and here <https://mycovenant.org.uk/>

REFERENCE SECTION

Additional information to help you keep physically healthy

Doctors

You may have met or will meet different kinds of doctors during your life. For example, your local doctor, also known as GPs, who look after the health of people living in their local area, and deal with a whole range of health problems; consultants, who are specialists in certain areas of illness such as allergies, eyesight, mental health; and doctors who work in Accident and Emergency.

To find a doctor (GP) near to where you live, go to NHS Choices www.nhs.uk and click “Find a GP”. Once you have found a doctors surgery near to where you live, visit them and ask to register. You’ll need your NHS number (which can be found on your important health information), some ID, and the name and address of your last doctor/GP (this can also be found on your Important Health Information document). **They may not know that you are a care leaver, so it would be useful to tell them.** Your personal adviser can help you register with a GP.

If you need medicines you’re given a prescription from the doctor to take to a pharmacy. You may not have to pay for prescriptions if you are a student, or on benefits. You would need to complete an “exemption form”, and your doctor’s (GP) surgery or pharmacy will be able to help you with this. Your personal adviser can also help you with this. Otherwise, you will have to pay to collect the medicine you’ve been prescribed.

Pharmacy:

Pharmacies are trained to help with many common health problems and minor injuries, including coughs and colds, aches and pains and skin rashes. They can give advice and ‘over the counter’ medicines or treatments, which you pay for. If you are given a prescription for medication by the doctor, you can take this to any pharmacy and they will dispense (supply) your medication. You can find a pharmacy near to where you live, by going to www.nhs.uk

NHS 111

NHS 111 is a 24/7 confidential telephone helpline that can help you with concerns about your health. You can find out more here: <https://www.nhs.uk/using-the-nhs/nhs-services/urgent-and-emergency-care/nhs-111/>.

If you need health care outside of normal working hours (which are Monday to Friday daytimes) you should dial 111 to contact your local NHS Out of Hours health service. The staff at 111 will help you get the care you need. If you need help now, but it’s not an emergency, call 111. If it’s an emergency, always call 999.

Dentist:

To find a dentist near to where you live, go onto NHS Choices www.nhs.uk and click “Find a dentist”. Phone or visit the dentist you have chosen and ask to register as an NHS patient. Under the NHS, you might have to pay for some check-ups and treatments. If you’re not sure, your personal adviser will be able to help you.

Opticians:

You can go to a local, high street optician and have an NHS eye test. They are free up to the age of 19 if you are in full time education. After that, you may have to pay for sight tests and glasses, if you need them. Ask your personal adviser, as they will be able to help you with this and looking into whether you are entitled to any help with dentist and opticians charges. You may have to apply for

discounts or exemptions from charges through the NHS Low Income Scheme.
www.nhsbsa.nhs.uk/nhs-low-income-scheme

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Additional information to help with your emotional and mental health:

Psychological therapy services:

Psychological therapy services offer assessment and treatment for emotional health and wellbeing, and are often known as talking therapies. You can refer yourself directly to a psychological therapy service for concerns like stress, anxiety, depression, OCD, trauma and phobias.

In Nottinghamshire there are three different services, and you can access any one of them:

- **Let's Talk Wellbeing**
Call **0115 956 0888** or visit <https://www.nottinghamshirehealthcare.nhs.uk/nottingham-city-and-county->
- **Trent PTS**
Call 0115 896 3160 or visit <https://www.trentpts.co.uk/>
- **Insight Healthcare**
Call 0300 555 5582 or visit <https://www.insighthealthcare.org/our-services/talking-therapies/find-a-service/nottinghamshire/>

Kooth counselling:

Kooth.com is an online counselling service for young people aged up to 25. It is a safe, confidential and non-stigmatised way for you receive free counselling, advice and support on-line from fully trained and qualified counsellors. Go to www.kooth.com to find out more.

GP:

Your GP will offer advice and support around your mental health. They can also help identify if you need help from specialist adult mental health services, and support you to access these.

You Know Your Mind:

'You Know Your Mind' is a project that seeks to give you more choice and control over how you can improve your mental health - in recognition that only *you* will know what works for you. Your Personal Adviser can discuss this option with you and can refer you into the project on your behalf.

Voluntary and Community Sector-run mental and emotional health services and support

We R Here:

Offer free counselling and support for anyone who has experienced a traumatic life experience. They also run self-esteem courses and practical support in times of crisis. You can call them on 0115 920 6241 or 07891 306 972 or visit their website. Or you could ask your personal adviser or other worker to contact them for you www.werehere.org.uk

Information to help you have a healthy lifestyle

Contraception and sexual health:

Using the right contraception helps you avoid unplanned pregnancies. You should talk to a health worker about contraception, you can get advice and contraception from your Doctors (GP), your local sexual health service, and some pharmacies (visit www.nhs.uk to check). Contraception is free on the NHS.

C-Card:

The C Card scheme is a free condom and sexual health advice service for young people aged up to 25. It allows young people to gain access to condoms, lubricants and advice on sex, STI's and relationships. You can access the service via www.ccardnottinghamshire.co.uk.

Sexual health services:

Looking after your sexual health is important. Nottinghamshire sexual health services are open access, free, and confidential. In Nottinghamshire, your local sexual health service depends on where you live, you can find out more about each service and how to access it via their website or by calling the service.

- **If you live in north Nottinghamshire (Bassetlaw)**
Tri Health Bassetlaw <http://bassetlawtrihealth.dbh.nhs.uk>
Tel: 01909 506418
- **If you live in Mid Nottinghamshire (Mansfield, Ashfield, Newark and Sherwood)**
My Sexual Health <http://www.sfh-tr.nhs.uk/index.php/my-sexual-health>
Tel: 01623672260
- **If you live in south Nottinghamshire (Broxtowe, Gedling, Rushcliffe) and Nottingham City**
NUH Sexual Health www.nuh.nhs.uk
Tel: 0115 9627627

Smoking:

Stopping smoking gives you better health for life. For support to stop smoking contact Smoke free life by texting QUIT to 66777 or by phoning 0800 2465343 or 0115 772 2515.

Healthy eating and healthy weight:

Part of staying healthy is eating a healthy diet, getting enough exercise and being a healthy weight. If you have concerns about your weight you can get support from Change Point Nottinghamshire by calling 0333 005 0092 or visiting <http://www.everyonehealth.co.uk/nottinghamshire-county-council/>.

Drugs:

Taking drugs can have serious consequences, and their effects vary from person to person. If you are worried about drug use, get support from New Directions Nottinghamshire. You can call them on 0115 896 0798 or email them on notts@cgl.org.uk. Find out more here <https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-workshop-hucknall-broxtowe-rushcliffe>. You can also find out more information from Frank www.talktofrank.com

Alcohol:

If you are worried about drinking, get support from New Directions Nottinghamshire. You can call them 0115 896 0798 or email them on notts@cgl.org.uk. Find out more here <https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-workshop-hucknall-broxtowe-rushcliffe>. You can also find out more information about drinking alcohol, including how to drink responsibly, here: <https://www.drinkaware.co.uk/>.

NHS Choices

NHS Choices is a website aimed at everyone. By searching NHS choices you can find information on everything from the common cold and sickness to symptoms of sexually transmitted infections, information about contraception, and help to identify the symptoms of depression.

Health for Teens

A health for teens website in Nottinghamshire provides information on health and wellbeing for teenagers including sexual health, sexuality, relationships, drugs & alcohol, feelings & lifestyle. You may find some of the information useful www.healthforteens.co.uk.

Education, training, skills and employment organisations, opportunities and information

Search for apprenticeships and other job opportunities across the partnership

Ashfield District Council - <https://www.ashfield.gov.uk/your-council/jobs-and-careers/jobs-and-careers/>

Bassetlaw District Council - <http://www.bassetlawjobs.co.uk/latestjobs/>

Broxtowe Borough Council - <https://www.broxtowe.gov.uk/for-you/jobs/>

Futures - <https://www.futuresforbusiness.com/vacancies/>

Gedling Borough Council - <https://www.gedling.gov.uk/council/jobs/>

Mansfield District Council - <http://www.mansfield.gov.uk/article/5700/Jobs-and-careers>

Newark and Sherwood District Council - <https://www.newark-sherwooddc.gov.uk/jobsandcareers/>

Nottinghamshire County Council - www.nottinghamshire.gov.uk/jobs-and-working/working-for-us/apprenticeships-at-the-council

Rushcliffe District Council - <https://www.rushcliffe.gov.uk/jobs/>

Futures offers a range of advice, support and guidance to help you get into work. These include careers guidance, skills training, employability, work experience and apprenticeships

www.the-futures-group.com/futures-for-you.html

Building Better Opportunities Programme

The Towards Work Programme gives you personalised support to help you get ready for work, education or training and help you stay there by working with you to deal with some of the things that might be stopping you doing that at the moment. They will help you feel more confident and ready to look for the right opportunities for you. They'll also provide you with a personal budget to help you on your way into work. This can help with things like childcare, work equipment, training and bus passes.

For more information go to www.towardswork.org.uk or refer yourself at <https://www.towardswork.org.uk/make-a-referral/> (put Nottinghamshire County Council Leaving Care as the organisation).

Money Sorted will help if you are not in work and would like support to help you feel more in control of your finances. You will learn skills and knowledge to better manage your money and to give you confidence with money issues. The aim is help you to cope better with budgeting and avoid getting into debt in the future. You will have the chance to take short courses on money issues. You can do this programme if you are not in paid employment. This includes if you've not been in work for or claiming work-related benefits, for example, you might be looking after a child or caring for someone else. Email info@moneysortedind2n2.org to find out and get started.

Please note that you can only do one of the two above Building Better Opportunities Programmes. If you are unsure what this means for you, talk to your personal adviser for advice.

Further Education Colleges within easy access to Nottinghamshire care leavers

- Vision West Notts College, Mansfield – www.wnc.ac.uk -0808 100 3626
- Nottingham College - www.nottinghamcollege.ac.uk - 0115 910 0100
- Derby College – www.derby-college.ac.uk - 0800 028 0289
- North Notts College, Worksop www.nnc.ac.uk - 01909 504504
- Portland College, Mansfield – www.portland.ac.uk
-
- Newark College- www.lincolncollege.ac.uk/our-colleges/newark-college - 01636 680680
- City College, Nottingham - citycollegenottingham.com - 0115 910 1455

Extra support for care leavers from Nottingham Trent University and the University of Nottingham

NTU offers

- campus visits for you before you arrive and/or additional welcome activities if you want to go to them
- if you've had an offer, NTU will contact you over the summer before you start and again after clearing to let you know the support available to you as a care leaver and encourage you to apply for ...
- a bursary for financial support of £500
- a dedicated support officer to help you settle in during the first term and then on an ongoing basis while you are at University
- money advisers to help you apply for all you are entitled to and work out a budget to suit your needs and interests.
- a guaranteed offer of University-allocated accommodation if you have accepted a place at Nottingham Trent University as your first choice - accommodation in halls is available throughout the summer vacation too
- a personal health and wellbeing welcome pack
- help accessing all support services
- As part of the NTU Navigate Programme, NTU provides opportunities for unaccompanied asylum seeking young people to find out more about the UK higher education system, as well as English-language support at evening classes and an annual summer school.

Your achievement adviser has a direct link with a key contact at the university to make sure you get all the support you need in applying and to succeed when you get there.

If you'd like to speak to someone at NTU about going the university you can contact lucy.judd@ntu.ac.uk (before you apply and about NTU Navigate Programme) and kathryn.frith@ntu.ac.uk after you've applied, including any point during your time at NTU.

The University of Nottingham offers care leavers the following:

- Special consideration in the admissions process. This means that you are more likely to get an offer and if you do we may as for slightly lower grades from you
- Additional financial support. The Nottingham Potential Bursary is available to most students who have been living in the care of a local authority for over 3 months. We can also ensure you receive all the other grants and bursaries you may be entitled to
- Access to 365-day university accommodation and support in finding the best accommodation for you
- An informal pre-entry meeting with a member of the University's Financial Support Team to explain the financial support available to you. At the meeting we can also give you information about accommodation and anything else that you need help with to set things up for the start of your studies. You can bring someone along with you.

- Additional welcome activities when you arrive in September
- Ongoing support throughout your course from our Care Leavers' Mentor

Interested in a job to help adults with health and social care needs?

If you are interested in working in adult social care, Nottinghamshire County Council offers anybody over the age of 16 the opportunity to take part in an accreditation scheme to become a personal assistant. Personal assistants (PAs) are employed to help people who need social care and health or health care support, either because of their age or disability, to enable them to live as independently as possible in their home. "Support with Confidence" is a council-run scheme for people who want to work, or are currently working as a personal assistant. By joining the scheme you will be accredited, on our register and listed on the Nottinghamshire Help Yourself website as available to work as a PA. You can find out more about the role and the Support with Confidence scheme here www.nottinghamshire.gov.uk/care/adult-social-care/working/personal-assistants/support-with-confidence If you would like to go ahead, talk to your personal adviser who can support you in this.

The Job Centre and Department of Work & Pensions

This organisation offers a range of support and activities to help you get ready for and find work. These include job search, CV writing, completing job applications, preparing for interviews, telling you about job fairs, finding your work experience and getting you on courses at all levels including apprenticeships, such as life skills, IT skills, business administration, childcare, warehousing and construction.

<https://www.gov.uk/government/organisations/department-for-work-pensions>

The Princes Trust

If you live in **Nottingham or Nottinghamshire** join Team, The Princes Trust's free 12-week personal development programme, which is offered in Beeston, Basford, Mansfield, Sutton in Ashfield or Worksop, for the chance to gain new skills, take a qualification and meet new people. Three out of four people on Team go on to work or college courses within three months.

They also run a week-long programme called **Get Started** which is focused on one theme such as sport, robots, web design, nail art, racing cars. There's another called **Get Into** that is 4-6 weeks long based with an employer where you get work experience and training and can lead to paid employment. Examples are the NHS, logistics, retail, catering and hospitality and customer service. The Prince's Trust can help with food and cover travel expenses.

If you're interested in setting up your own business the Prince's Trust run a programme called **Enterprise** for 18 to 30 year olds who want to go self-employed. It includes mentoring, one to one support and is also available as an online programme.

To find out more and/or apply for any of these programmes go to www.princes-trust.org.uk/help-for-young-people or phone their Nottingham Office 0115 8456495. The Prince's Trust publish all opportunities on Nottingham Jobs (www.nottinghamjobs.com) and also at the Job Centre (see link above). You can also follow them on Facebook and Twitter.

Inspire & Achieve Foundation

If you live in Mansfield, your personal adviser can put you in touch with this organisation for extra specialist one to one support to help you get ready for training and/or work. Your mentor will help you with things like your CV, application forms, finding an apprenticeship and helping you prepare for an interview

[Notts Help Yourself - Work & Volunteering Zone](#) – click this tile for information on organisations that can help support you back into work, or to volunteer. www.nottshelpyourself.org.uk

WHAT'S ON OFFER IN YOUR LOCAL AREA

Let's Live Well in Rushcliffe

If you live in Rushcliffe, this programme will help you to connect to local groups, activities and places to help you improve your wellbeing. You will also be supported by a Health Coach who will discuss an action plan that focuses on what matters to you. Contact 07909 890 699, email LLWiR@nottshc.nhs.uk or you can ask your GP or personal adviser to refer you.

Volunteering opportunities and community projects

Ashfield Voluntary Action - Ashfield Voluntary Action, Portland St, Kirkby in Ashfield NG17 7AE - 01623 555551 - www.ashfieldvoluntaryaction.org.uk

Bassetlaw CVS - The Old Abbey School Priorswell Road, Worksop S80 2BU - 01909 476118 – www.bcvs.org.uk

Voluntary Action Broxtowe - Oban House, 8 Chilwell Rd, Beeston, Nottingham NG9 1EJ - 0115 917 8080 – www.vabroxtowe.org.uk

Mansfield CVS - Community House, 36 Wood St, Mansfield NG18 1QA - 01623 392444 – www.mansfieldcvs.org

Newark & Sherwood CVS - Castle House, Great North Road, Newark, Nottinghamshire, NG24 1BY - 01636 679539 – nandscvs.org

Rushcliffe CVS - The Pump House, Abbey Rd, West Bridgford, Nottingham NG2 5NE- 0115 969 9060- rushcliffecvs.org.uk

Practical help with your home

Mansfield- If you live in housing provided by Mansfield District Council, they will provide you with tenancy support. You can register for this when you first take on your tenancy or ask for it at any time. You can ask your personal adviser to help you do this

How to sign up for free use of council-owned leisure centres

At the moment, this section contains information provided by districts who have current leisure offer for care leavers . Once there is a single joint offer from all districts I will remove the individual offers and give details of the single joint offer, including details of how care leavers can register for it in their district.

Mansfield District Council-run leisure facilities offer discounts if you are on some types of benefits. Visit https://www.mansfieldleisure.com/oak_tree/MEM_Centre to find out more

Rushcliffe Borough Council – For care leavers looking to become physically active and socialise with friends, Lex Leisure are offering free swimming in all four of their leisure centres; Rushcliffe Arena in West Bridgford, Bingham Leisure Centre, Keyworth Leisure Centre and Cotgrave Leisure Centre. To access this please email: Alex Julian – Health Development Officer ajulian@rushcliffe.gov.uk

More information about your Pathway Plan

Your Pathway Plan covers things like your:

- Goals and aspirations around education, training and/or getting a job
- Where you want to live and in what type of accommodation
- Financial support you need to cover your accommodation and bills – this includes support to help you manage your money
- Any physical, mental and emotional health and well-being needs you have and how you will be helped with them
- any contact you may have with your foster carers, parents, wider family and friends, and how they and other people you know might be able to help you to live more independently

You and your PA will review your Pathway Plan every 6 months and this will happen until at least you are 21, sometime until you are 25 depending on your circumstances.

Your expenses (travel and refreshments) in attending your review will be paid for by Nottinghamshire County Council. There will be some circumstances where you will always need to update your Pathway Plan before the regular 6 months. For example, moving into some types of accommodation.

Corporate Parenting Principles

All departments within a local authority are required to recognise their role as corporate parents which covers the following principles:-

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;
- to encourage those children and young people to express their views, wishes and feelings;
- to take into account the views, wishes and feelings of those children and young people to help those children and young people gain access to, and make the best use of, services provided by the local authority and relevant partners;
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people;
- for those children and young people to be safe

and is summarised in the following quotation

“It asks local and central government to up their game as corporate parents, using the level of support that we expect a reasonable parent to provide for their child as a benchmark for how they should approach their role”.

Ministerial Foreword

Keep On Caring

Supporting Young People from Care to Independence

July 2016

DRAFT

Useful Contacts, Resources & Further Support – www.nottshelpyourself.org.uk provides up-to-date information on many of the organisations below

Organisation/Service/Resource	Description	Contact info.
Leaving Care Service/Personal advisers	Contact the Leaving Care Service directly	Telephone: 01158041236 or LeavingCareDuty@nottsc.gov.uk (Bassetlaw, Newark, Mansfield); 01158546318 or LeavingCare.South@nottsc.gov.uk (Ashfield, Broxtowe, Gedling, Rushcliffe)
Complaints	We want to hear your views about our services, good or bad. What you tell us helps us improve services and plan for the future.	Telephone: 0300 500 80 80 Website: http://www.nottinghamshire.gov.uk/contact-and-complaints/complaints/make-a-complaint-comment-or-compliment
Samaritans	We offer a safe place for you to talk any time you like, in your own way – about whatever’s getting to you. You don’t have to be suicidal. A free and confidential service, 24 hours a day, 365 days a year	Free phone: 116 123 Website: Samaritans.org
Change, Grow, Live & “New Directions”	Change, Grow, Live run New Directions, a free and confidential drug and alcohol service open to anyone over the age of 18 living in Nottinghamshire. They also provide other services including health and wellbeing, mental health, domestic abuse and homelessness	Telephone: 0115 896 0798 www.changegrowlive.org Website: https://www.changegrowlive.org/content/cgl-new-directions-nottinghamshire-newark-mansfield-worksop-hucknall-broxtowe-rushcliffe
Citizens Advice Bureau	The Citizens Advice Bureau helps people to resolve their legal, money and other problems by providing free, independent and confidential advice and influencing policy makers. Some branches can provide legal advice on immigration and asylum cases.	Telephone: 0300 330 5457 Website: https://www.citizensadvice.org.uk/
Catch 22	Catch 22 works with young people who are in or leaving custody, involved in or on the fringes of crime, out of work, struggling at school, homeless or facing young parenthood without the safety net of a supportive family. Catch 22 offer practical support services which are flexible, highly personalised and often intensive.	Website: www.catch-22.org.uk
Young Minds	Young Minds is committed to improving the emotional wellbeing and mental health of children and young people and empowering their parents and carers.	Website: https://youngminds.org.uk/

Missing People	Missing People is a free phone confidential service for anyone who has run away from home or care, or been forced to leave home.	Telephone: 11600 Website: https://www.missingpeople.org.uk/
The Howard League	Free, independent and confidential advice, assistance and representation on a wide range of issues to young people under 21 years old in custody.	Telephone: 0808 801 0308 Website: https://howardleague.org/
Community Legal Advice	Community Legal Advice (CLA) is a free and confidential advice service in England and Wales paid for by legal aid. If you are living on a low income or benefits, you may be eligible for free specialist advice from legal advisers on issues including: <ul style="list-style-type: none"> • Debt, if your home is at risk • Housing, if you're homeless or at risk of being evicted • Domestic abuse • Separating from an abusive partner, when you're making arrangements for children or sorting out money and property • Special education needs • Discrimination 	Telephone: 0345 345 4 345 Website: https://www.gov.uk/civil-legal-advice
The Care Leavers' Association	The Care Leavers' Association provides advice and information about leaving care and your rights and entitlements	Telephone: 0161 236 5665 Website: http://www.careleavers.com/what-we-do/young-peoples-project/leavingcare/
ChildLine	ChildLine is a free national 24 hour telephone help line for any child in trouble or danger. It is a confidential counselling service which offers information and help to children and young people	Telephone: 0800 1111 Website: www.childline.org.uk
National Youth Advocacy Service	The National Youth Advocacy Service is a UK charity providing children's rights and socio-legal services. NYAS offer information, advocacy, legal representation and advice to children and young people up to the age of 25 through a network of advocates	Telephone: 0808 808 1001 Website: https://www.nyas.net/
Refugee Council	The Refugee Council is one of the leading charities in the UK working directly with refugees, and supporting them to rebuild their lives.	Website: https://www.refugeecouncil.org.uk
Become	Become's mission is to provide help, support and advice to children in care and young care leavers so that they can take	Telephone: 0800 023 2033 Website: http://www.becomecharity.org.uk/

	control of their lives and unleash their potential	
Buttle UK	Buttle UK’s mission is the maintenance, education and advancement in life of children and young people who through poverty and family circumstances are in need of, and will benefit significantly from, Buttle UK’s support.	Website: https://www.buttleuk.org/
Nottinghamshire County Council LAC & Care Leavers Partnership & Strategy	This partnership is responsible for ensuring the best possible outcomes for all looked after children and care leavers in Nottinghamshire. Their strategy sets out how their shared vision and plan on how they will do this. They are responsible for creating and improving the Local Offer for Care Leavers	http://www.nottinghamshire.gov.uk/media/130637/lookedafterchildrencareleaversstrategy.pdf
Department for Work & Pensions	Information on finding jobs and accessing benefits.	Website: https://www.gov.uk/government/organisations/department-for-work-pensions
Ofsted	The national regulator that ensures local authorities are delivering the best possible outcomes for children in care and care leavers. You can view reports of how Nottinghamshire County Council performs when delivering services for looked after children and care leavers	Nottinghamshire reports: https://reports.ofsted.gov.uk/local-authorities/nottinghamshire
Department for Education	Information from the Department of Education about your rights as a care leaver	Website: https://www.gov.uk/leaving-foster-or-local-authority-care
The Rees Foundation	Supports care leavers and care experienced individuals across the UK. They champion services, projects and interventions with and for care experienced people. They empower and inspire others to effect social change and to improve support, policy, practice and interventions	Website: www.reesfoundation.org
The Rees Care Leavers’ Foundation	Offer small grants to care leavers aged 18 to 29	Website: www.thecareleaversfoundation.org
British Red Cross International Family Tracing Service	Helping you trace your family abroad	Donna Boulton DBoulton@redcross.org.uk 01158 505942

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

GENERAL FUND AND CAPITAL PROJECTED OUTTURN REPORT TO 31 MARCH 2019 AS AT 31 DECEMBER 2018

1.0 Purpose of Report

1.1 This report compares the Revised Budgets for the period ending 31 March 2019 with the Projected Outturn forecast for the period, based on meetings with Financial Services staff and the appropriate Business Manager. These are based on nine months' performance information on the Council's revenue and capital budgets, including:-

- General Fund Revenue
- Capital Programme

1.2 To inform Committee of the individual contributions to, and withdrawals from, Usable Reserves.

2.0 Background Information

2.1 The Council's Constitution states that the Section 151 Officer shall present to the Policy & Finance Committee, at least twice in each financial year, budgetary control statements showing performance against the approved estimates of revenue expenditure and income. The appropriate Chief Officer will report on any major variances from planned budget performance.

2.2 Where it appears that the amount included under any head of the approved budget is likely to be exceeded or the budgeted amount of income under any head is unlikely to be reached then Business Managers are required to find savings elsewhere in their budget. In circumstances where savings cannot be identified it will be necessary to consult with the Section 151 Officer and ultimately take a report to the Policy & Finance Committee.

3.0 Proposals

Overview of General Fund Revenue Projected Outturn for 2018/19

3.1 The accounts show a projected favourable variance against the revised budget of £213k on Service budgets, with an overall favourable variance of £959k as shown in the table below:

	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Economic Development	1,412	1,953	1,596	-357
Homes & Communities	2,903	3,176	3,220	44
Leisure & Environment	4,331	4,617	4,359	-258
Policy & Finance	4,044	4,179	4,537	358
Net Cost of Services	12,690	13,925	13,712	-213
Other Operating Expenditure	0	605	711	106
Finance & Investment Inc & Exp	0	778	567	-211

Taxation & Non Specific Grant Inc	-12,370	-14,649	-14,944	-295
Net Cost of Council Expenditure	320	659	46	-613
Transfer to/-from Usable Reserves	1,925	76	286	210
Transfer to/-from Unusable Reserves	-2,245	-735	-1,291	-556
Transfer to/-from General Reserves	0	0	959	959

3.2 As can be seen from the table above there are variances projected in service areas and other budgets. Looking at the underlying trends, the detailed variances by Committee can be further summarised and these are shown at **Appendix A**.

3.3 The level of favourable variances on Service Budgets managed by the Business Managers is **£213k** and represents 1.53% of the total service budgets. The breakdown below of variances by type of income/expenditure (CIPFA classification), shows where outturn is projecting to be favourable or unfavourable, when compared to the revised budget figure.

	£'000
Employees	£229k
Premises	(£9k)
Transport	(£199k)
Supplies	(£210k)
Income	(£34k)
Rent Allowances/HB	£10k
Total	(£213k)

3.4 Non-Service expenditure is expected to have a favourable variance against the revised budget by **£746k**. It is anticipated that £1.047m will be received from Notts County Council as return funding from the Notts Business Rates Pool. At a recent meeting of the Nottinghamshire Chief Executives' meeting, it was agreed to return £3.671m of funding to constituent authorities that had not been allocated. The Councils share of this allocation is £628k. There is also a forecast of £418k of return funding from the Pool for the current financial year, albeit this figure is subject to volatility in the Business Rates system. Renewable energy income from the Business Rates system is forecast to be £210k lower than expected due to revaluations in their rateable values. £84k was set as a savings target for the current year for which the actual savings will be generated within the Service areas. Other variances amount to £7k.

3.5 There has been a positive variation of £45k from the outturn projected at 30 September 2018 for Service budgets. At that time, the outturn was a favourable projection to budget of £168k. As discussed above, this is now a favourable variance to budget of £213k.

3.6 Should this materialise it will not contravene the requirement within the Medium Term Financial Plan agreed at Policy & Finance Committee on 29 June 2017, which stated that the General Fund balance should be maintained at 15% of the net Budget Requirement, which for 2018/19 should be £1.707m.

Overview of Projected Capital Outturn 2018/19

3.7 The table below summarises the position for the Capital Programme up to the end of December, and is split between General Fund and Housing Revenue Account.

	Revised Approved Budget £'000	Revised budget updated for Approval £'000	Actual Spend to December 2018 £'000	Forecast Outturn £'000
General Fund	12,567	7,367	4,665	7,367
HRA	19,916	19,058	10,919	19,058
Total	32,482	26,425	15,584	26,425

3.8 The capital programme changes during the year as projects are developed and spending commitments are made. It is a requirement that Policy & Finance Committee approves all variations to the Capital Programme, for which the budget approved at the 29 November 2018 meeting was £32.482m. The additions and amendments that now require approval are detailed in **Appendix B** as follows:

- Additions/-Reductions **-£6.057m**

3.9 If these variations are approved, then the revised budget will be reduced to £26.425m. Such a large reduction is due to a review of the budget available and more accurate estimate of profiling. All of the general fund adjustments will move to 2019/20 and can be seen in the capital programme budget report and the one change in the HRA can now be found in the revenue budget. A more detailed breakdown of this, including some comments on projects progress, can be found at **Appendix C** (General Fund) and **D** (HRA).

Capital Programme Resources

3.10 The Capital resources available to the Council are not static. Capital receipts are generated throughout the year, additional grants and contributions are paid to the Council, and borrowing may be increased to fund some projects.

3.11 In summary, the estimated outturn of £26.425m will be financed as follows, with every attempt to minimise the impact on the Council's revenue budget.

	General Fund £'000	HRA £'000	Total £'000
• Borrowing	£1,770	£5,333	£7,103
• External Grants & Contributions	£2,858	£2,545	£5,403
• Capital Receipts	£1,706	£2,925	£4,631
• Revenue Contributions	£1,033	£8,255	£9,288
Total	£7,367	£19,058	£26,425

Capital Receipts

- 3.12 The Council has been successful in securing a number of capital receipts for both general fund and HRA in previous years, and continue to do so. The current level of capital receipts is detailed in the table below:

	General Fund £'000	HRA Receipts £'000	HRA 1-4-1 Receipts £'000	Total
Balance at 1 April 2018	2,912	3,483	1,236	7,631
Received up to the end December 2018	177	544	440	1,161
Use for financing 2018/19	-1,705	-2,761	-513	-4,979
Estimated receipts for remainder of the current financial year	350	74	210	634
Available Capital receipts balance at 31 March 2019	1,734	1,340	1,373	4,447
Estimated Receipts 2019/20 – 2022/23	350	3,364	3,151	6,865
Financing 2019/20 - 2022/23	-1,891	-4,704	-4,524	-11,119
Estimated Uncommitted Balance	193	0	0	193

- 3.13 The RTB receipts for Replacement Homes (known as 1-4-1 Receipts) are retained through a RTB agreement. Under the terms of that agreement, the RTB receipts have to be spent on new supply of affordable housing within 3 years of their arising, or have to be returned to Government with penalty interest applied. In addition to this, the receipts cannot be used where a scheme is funded wholly or in part by grant income. Those receipts used for Council new build supply can only be used to fund up to 30% of the cost of any scheme, with the Council required to fund the remaining 70% through the HRA.

4.0 Financial Implications (FIN18-19/7565)

- 4.1 All of the financial implications are set out in the body of the report.

With regard to the General Fund revenue outturn, the favourable variance of £213k represents a variance of 1.53% on the overall General Fund budget.

With regard to capital, any savings on projects will be assessed and used to meet additional demands, or to fund the Council's Capital Programme in future years. Any underspends required in 2019/20 will be carried forward as slippage and reported to this Committee in June 2019.

5.0 RECOMMENDATIONS that:

- (a) the General Fund projected favourable outturn variance of £959k be noted;
- (b) the variations to the Capital Programme at Appendix B totalling -£6.057m be approved; and

(c) the Capital Programme projected outturn and financing of £26.425m be noted.

Reason for Recommendations

To update Members with the forecast outturn position for the 2018/19 financial year.

Background Papers

General Fund Monitoring Reports to 31 December 2018

Capital Financing Monitoring Reports to 31 December 2018

For further information please contact Nick Wilson, Business Manager – Financial Services on Ext 5317.

Sanjiv Kohli

Director – Resources/Deputy Chief Executive

Variance Analysis by Committee – Projected Outturn as at 31st Dec 2018**Economic Development - (£357k)**

- Void Allowance savings due to increased occupancy: (£22k)
- Lorry parking income higher than budgeted level: (£20k)
- Salary savings throughout the Committee: (£33k)
- Development Company underspend due to timing difference: (£93k)
- Savings anticipated from taking over the management of the Newark Beacon: (£68k)
- Heritage, Culture and Visitors – Valuation Office have increased the rateable value of the property, controllable expenditure is forecast to be underspent to meet the shortfall in income: £18k
- Local Development Framework underspend: (£19k)
- Growth Investment – Big Think Scheme finishes in Oct 2018: (£23k)
- Land Charges service favourable due to grant funding and reduced payment to NCC: (£20k)
- Development Management underspend anticipated due to increase in applications: (£27k)
- Other Variances: (£50k)

Homes & Communities - £44k

- ICT overspend on computer software maintenance: £22k
- CCTV underspends due to line rental savings and terminations offset by reduced income: £8k
- Overspend on employee costs due to redundancy payments £40k
- Reduced payment to Farnsfield PC, put back to 2019/20: (£16k)
- Other Variances: (£10k)

Leisure & Environmental – (£258k)

- Waste Collection service – higher income and reduced payment to NCC: (£116k)
- Salary savings throughout the Committee: (£48k)
- Environmental Health income above budgeted level (£25k)
- Newark Livestock Market income above budget (£56k)
- Other variances: (£13k)

Policy & Finance - £358k

- Salary savings throughout the Committee: (£41k)
- Bank Charges under budget (£28k)
- Reduced capital recharges from Asset Management due to
Reduced working on capital projects: £50k
- Recharge Income from use of corporate properties: £33k
- Use of Agency Staff: £18k
- Overall vacancy provision – actual savings in cost centres: £320k
- Mileage – Castle House, expenditure shown in service areas: (£30k)
- Other variances: £36k

General Fund Additions

Project	Capital Description	Additions / Reductions 18-19	Comments
TA3053	Museum Improvements	-300,000	Project Implementation due in 2019/20
TA3286	Information Technology Investment	-520,000	Financial Management System and Warden Call System reprofile to 2019/20
TC1000	New Council Offices	-297,022	Retention amount not due until 2019/20
TC2000	Land/Property Acquisition	200,000	As per P&F 24/01/2019
TC3131	Extension to London Road Car Park	-100,000	The majority of scheme costs will be incurred in 2019/20
TC3134	Works to Sherwood Forest Arts & Craft Centre	-200,000	Next phase of the work to be carried out during 2019/20
TC3135	Works to Buttermarket	50,000	As per P&F 24/01/2019
TE3268	Southern Link Road Contribution	-3,599,121	Rephased this scheme due to ongoing funding discussions
TF3220	Major Flood Alleviation	-10,000	Reduction to bring budget back in line with that approved.
TF3221	Southwell Flood Mitigation	-453,421	Reprofile to 2019/20
TC3136	Solar Panels to Council Offices	30,000	New scheme as recommended by Senior Leadership Team

Total General Fund additions/Reductions **-5,199,564**

HRA Additions/Reductions

Project	Capital Description	Additions / Reductions 18-19	Comments
SA1050	Phase 2 Cluster 1 - Coddington	9,294	Phase 2 of the development programme grouped into clusters and start dates confirmed on all but two sites, still waiting for planning permission.
SA1051	Phase 2 Cluster 1 - 1-4-1 Coddington	418,198	
SA1052	Phase 2 Cluster 2 - Southwell	-674,644	
SA1053	Phase 2 Cluster 3 - Hawtonville	327,092	
SA1054	Phase 2 Cluster 3 - 1-4-1 Hawtonville	666,056	
SA1055	Phase 2 Cluster 4 - Sherwood	658,385	
SA1056	Phase 2 Thorpe Close 41/42 1-4-1	-383,097	
SA1057	Phase 2 Meldrum Crescent	-358,976	
SA1058	Phase 2 Beech Avenue 130	-234,653	
SA1059	Phase 2 Central Avenue 180	-427,655	
SA1033	Estate Regeneration	-858,170	Due to the nature of the expenditure on this scheme, the budget and all associated income and expenditure has been moved to revenue.

Total HRA additions/Reductions **-858,170**

Total **-6,057,734**

APPENDIX C

General Fund - Spend against budget - Estimated in year

Project	Capital Description	Project Manager	Revised Budget 18-19 (Following P&F 29.11.18)	Revised Budget including Variations for Approval	Actuals to end of September	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Comments - Spend to date
TA1215	Extension to Newark Leisure Centre Car Park	Matt Finch/Darren Wardale	205,500	205,500	187,285	5,138	13,077	205,500	10/8/18 - Tenders for scheme due back on 15/08/18. 8/1/19 scheme complete but final account to be agreed.
TA3053	Museum Improvements	Carys Coulton-Jones	461,764	161,764	44,456	30,795	86,513	161,764	10/8/18 - Working up tender for 'world turned upside down 01/11/18 Tender has been awarded for RIBA stages 1-7 (concept design, develop design and project implementation). 8/1/19 - Concept and Design progressing. Project implementation due in 2019/20.
TA3286	Information Technology Investment	Sharon Parkinson	711,270	191,270	75,259	20,130	95,881	191,270	10/8/18 - Citrix scheme is out to tender. Laptop purchase is being worked through with Procurement - costs have increased due to additional laptops required and docking station compatibility.
TA	CUSTOMERS		1,378,534	558,534	307,000	56,063	195,472	558,534	
TB2250	Vehicles & Plant (NSH)	Andrew Kirk (Veh) / NSH	667,000	667,000	0	675,000	-8,000	667,000	8/1/19 purchased 16 vehicles others on order due in Feb/mar. NSH placed order for the livery.
TB2253	Vehicles & Plant (NSDC)	Andrew Kirk (Veh) / Matt Finch (Leis Equip)	434,845	434,845	364,227	3,450	67,168	434,845	NSDC vehicles as per list. Grounds maintenance ones are being replaced within budget
TB3154	Castle Gatehouse Project	Phil Beard	183,246	183,246	85,895	68,909	28,442	183,246	10/8/18 - Additional £76k as per Ec Dev 12.09.18 to be funded from reserves to take us to RIBA stage 3. 8/1/19 - consultants engaged, progressing RIBA 3 should be finished around apr/may. PB meeting about asbestos next week.
TB3158	Hawtonville School Playing Field	Phil Beard	23,123	23,123	0	0	23,123	23,123	8/1/19 - AH & PB to look into how much it will cost to remove existing building.
TB6145	Grant to Farndon Sports Pavilion	Phil Beard	14,630	14,630	14,631	0	-0	14,631	complete
TB6147	Contribution to Cycle Route Improvements	Phil Beard	6,909	6,909	4,900	0	2,009	6,909	scheme will be complete before the end of the year
TB6148	Lorry Carpark - Extension	Alan Batty	1,087,467	1,087,467	9,788	2,400	1,075,279	1,087,467	10/8/18 - project group set up, go to planning in October running along side (open) tender exercise. ED in March 17. Project plan with Asset Mgt. Start Dec/Jan 1/11/18 Project is out to tender, due back on 16th Nov. 8/1/19 - tender awarded and work to start on site. will be complete before the year end.
TB6149	Lorry Carpark - Health and Safety	Alan Batty	48,344	48,344	48,344	0	0	48,344	10/8/18 - Barrier - onsite completion end of august. 8/1/19 barrier is in.
TB6153	Cricket Facilities Kelham Rd - S106	Andy Hardy	85,081	85,081	58,317	19,860	6,904	85,081	10/8/18 - Tender evaluation. Won't be ready to hand over until next season. Will need to rephase as some spend due in 19/20. 8/1/19 AH checking with TGMS what the budget profile should be. Likely to underspend due to contingencies not being required.
TB6154	Community & Activity Village - S106	Andy Hardy	306,183	306,183	150,000	0	156,183	306,183	10/8/18 - No triggers met on this one yet. JN to go through triggers with AH to look at rephasing 01/11/18 the final £156k will be paid when final two triggers are met, one of which may occur in 2019/20. 8/1/19 - final payment outstanding linked to hub building itself.
TB6155	S106 Off Site Sports Provision Community & Activity Village	Andy Hardy	166,068	166,068	166,068	0	0	166,068	10/8/18 - Only 1 trigger met on this one so far. JN to go through triggers with AH to look at rephasing 1/11/18 two triggers still to be met on this scheme.
TB6157	Comm & Act Village NCC UU Payment	Andy Hardy	1,000,000	1,000,000	1,000,000	0	0	1,000,000	10/8/18 will all be spent by March 19 8/1/19 all NCC money has been passported to YMCA as per the agreement.
TB6158	Ollerton & Boughton Play Fac	Phil Beard	110,000	110,000	110,000	0	0	110,000	8/1/19 - payment has been made.

Project	Capital Description	Project Manager	Revised Budget 18-19 (Following P&F 29.11.18)	Revised Budget including Variations for Approval	Actuals to end of September	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Comments - Spend to date
TB	COMMUNITY		4,132,896	4,132,896	2,012,171	769,619	1,351,107	4,132,897	
TC1000	New Council Offices	Matt Finch	304,597	7,575	7,575	0		7,575	10/8/18 - Budget remaining for retention. 8/1/19 - still resolving issues with RGC. Retention moved to 2019/20
TC2000	Land Acquisition	Kirsty Cole	1,237,060	1,437,060	906,851	0	35,209	1,437,060	10/8/18 - Increase budget to include SDLT and additional land purchase as approved by P&F on 29.06.18 8/1/19 A site planned for purchase no longer viable and removed from the budget. All sites now purchased on Lowfield Lane. Purchase of the Buttermarket added and due to complete on 21/1/19.
TC3017	Workshop Frontage Improvements	David Best	5,618	5,618	2,446	0	3,172	5,618	10/8/18 - Scheme complete
TC3131	Extension to London Road Car Park	Darren Wardale	115,000	15,000	6,197	1,350	7,453	15,000	10/8/18 - Currently undertaking surveys for Planning App 8.1.19 - planning approved. Going out to tender in Jan, works start on site end of feb to avoid bird nesting.
TC3133	BIC Reconfiguration	David Best	33,304	33,304	26,431	0	6,873	33,304	8/1/19 scheme complete.
TC3134	Works to Sherwood Forest Arts & Craft Centre	David Best	250,000	50,000	7,045	27,960	14,996	50,000	10/8/18 - Hoping to complete from September - October 8/1/19 onsite - forest corner in progress, new toilet fac going for planning for end of Jan.
TC3135	Works to Buttermarket	David Best	0	50,000	0	0	50,000	50,000	Added following P&F 24/1/19
TC3136	Solar Panels to Council Offices	David Best	0	30,000	0	0	30,000	30,000	New Scheme re Senior Leadership Team
TC	RESOURCES		1,945,579	1,628,557	956,545	29,310	642,703	1,628,557	
TE3268	Southern Link Road Contribution	Matt Lamb	3,599,121	0	0	0	0	0	10/8/18 - ML has a meeting with HE - to discuss potential funding package 8/1/19 reprofiled budget from 2019/20 due to funding discussions still taking place.
TE	GROWTH		3,599,121	0	0	0	0	0	
TF3220	Major Flood Alleviation	Ben Adams	10,000	0	0	0	0	0	10/8/18 - Payment to NCC re Girton Flood Defence. Complete.
TF3221	Southwell Flood Mitigation	Ben Adams	220,000	0	0	0	0	0	8/1/19 - £220k move to 19/20 start on site in september
TF3223	CCTV	Ben Adams	0	0	0	0	0	0	10/8/18 - Project complete.
TF3224	Seven Hills	Leanne Monger	10,211	10,211	0	9,451	760	10,211	
TF3225	Maps & Signage Newark Town Centre	Julie Reader Sullivan	19,132	19,132	12,310	0	6,823	19,132	10/8/18 - Newark and Southwell both will be complete in this financial year 01/11/18 Scheme complete and contractor paid.
TF3226	Southwell Flood Grant	Ben Adams	233,421	0	0	0	0	0	8/1/19 - part of above scheme - add to above - also in 19/20
TF	SAFETY		492,765	29,343	12,310	9,451	7,583	29,343	
TF6011	Private Sector Disabled Facilities Grants	Alan Batty	700,000	700,000	377,938	3,915	318,147	700,000	10/8/18 - Performing well - looking like full spend by year end. Large carry over of work in the new financial year and demand still high.
TF6012	Discretionary DFG	Alan Batty	148,790	148,790	18,142	15	130,633	148,790	10/8/18 - due to spend the full allocation by year end.
TF6807	Warm Homes on Prescription	Leanne Monger	168,852	168,852	63,581	10,805	94,465	168,852	10/8/18 - due to spend the full allocation by year end.
TF	HOUSING GENERAL FUND		1,017,642	1,017,642	459,661	14,735	543,245	1,017,641	
TOTALS			12,566,537	7,366,973	3,747,687	879,177	2,740,110	7,366,973	

HRA - Spend against budget - Estimated in year

Project	Capital Description	Project Manager	Revised Budget 18-19 (Following P&F 29.11.18)	Revised Budget including Variations for Approval	Actuals to end of September	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Comments - Spend to date
PROPERTY INVESTMENT PROGRAMME									
S91100	ROOF REPLACEMENTS	NSH	32,000	32,000	0.00	0.00	32,000	32,000	
S91113	Roof Replacement Works 17/18	NSH	0	0	-13,117.00	28,786.44	-15,669	0	9/8/18 - only retention left to pay of £13,117 due end of 2018. 17/01/18 retention currently being paid.
S91115	Roof Replacement Works 18/19	NSH	200,000	200,000	181,852.80	18,147.20	0	200,000	9/8/18 - onsite on target. 17/01/19 Working on final few properties
S91116	Flat Roof Replacement Wrk18/19	NSH	200,000	200,000	147,486.46	52,513.55	0	200,000	9/8/18 onsite on target. 17/01/19 will be spent.
S711	ROOF REPLACEMENTS		432,000	432,000	316,222.26	99,447.19	16,331	432,000	
S91200	KITCHEN & BATHROOM CONVERSIONS	NSH	120,000	120,000	0.00	0.00	120,000	120,000	
S91217	Kit & Bathrooms 2017/18	NSH	0	0	-21,560.75	28,020.13	-6,459	0	9/8/18 - only retention left to pay of £21,560.75
S91218	Kit & Bathrooms 2018/19	NSH	1,500,000	1,500,000	1,073,574.53	57,156.24	369,269	1,500,000	9/8/18 - onsite - scheme progressing well. 17/01/19 remaining budget committed and will be complete by the end of March.
S712	KITCHEN & BATHROOM CONVERSIONS		1,620,000	1,620,000	1,052,013.78	85,176.37	482,810	1,620,000	
S91300	EXTERNAL FABRIC	NSH	94,000	94,000	92,260.60	0.00	1,739	94,000	
S91336	Ex Fab Works Area 2 2018/19	NSH	230,000	230,000	173,194.16	0.00	56,806	230,000	31/10/18 - around 50% spent. 17/01/19 currently working in collingham.
S713	EXTERNAL FABRIC		324,000	324,000	265,454.76	0.00	58,545	324,000	
S91400	DOORS & WINDOWS	NSH	13,600	13,600	0.00	0.00	13,600	13,600	
S91412	Doors & Windows Works	NSH	170,000	170,000	110,189.92	59,810.08	0	170,000	17/01/19 fully committed now for the year
S91413	Doors & Windows 2018/19	NSH	0	0	180.00	0.00	-180	0	
S714	DOORS & WINDOWS		183,600	183,600	110,369.92	59,810.08	13,420	183,600	
S91500	OTHER STRUCTURAL	NSH	48,334	48,334	0.00	0.00	48,334	48,334	31/10/18 - schemes will be set up on this around December. 17/01/19 work to be carried out on a void property.
S91511	Walls Re-Rendering	NSH	54,000	54,000	0.00	0.00	54,000	54,000	9/8/18 - no areas identified for re-rendering at the present time. 17/01/19 supporting the housing programme. Should be in estate remodelling.
S91530	18 Bentinck Close	NSH	3,340	3,340	0.00	0.00	3,340	3,340	17/01/19 scheme complete and paid. NSH to invoice us to recharge.
S91531	Locking Systems	NSH	2,326	2,326	0.00	0.00	2,326	2,326	17/01/19 quotes just been received.
S715	OTHER STRUCTURAL		108,000	108,000	0.00	0.00	108,000	108,000	
S93100	ELECTRICAL	NSH	98,000	98,000	0.00	0.00	98,000	98,000	
S93114	Rewires 17/18	NSH	0	0	-12,526.56	100,051.65	-87,525	0	9/8/18 - only retention left to pay of £12,526.56
S93115	Rewires 18/19	NSH	550,000	550,000	330,122.83	136,910.45	82,967	550,000	9/8/18 - onsite. 17/01/19 working on a programme
S731	ELECTRICAL		648,000	648,000	317,596.27	236,962.10	93,442	648,000	
S93500	HEATING	NSH	44,000	44,000	0.00	0.00	44,000	44,000	
S93510	Heating/Boilers 2018/19	NSH	550,000	550,000	387,975.08	123,154.67	38,870	550,000	9/8/18 - onsite 31/10/18 - progressing well. 17/01/19 on target.
S735	HEATING		594,000	594,000	387,975.08	123,154.67	82,870	594,000	

Project	Capital Description	Project Manager	Revised Budget 18-19 (Following P&F 29.11.18)	Revised Budget including Variations for Approval	Actuals to end of September	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Comments - Spend to date
S93600	ENERGY EFFICIENCY	NSH	12,000	12,000	0.00	0.00	12,000	12,000	
S93622	Pv Invertors	NSH	15,000	15,000	-9,300.00	0.00	24,300	15,000	9/8/18 - NSH to invoice for costs incurred to date. 17.01.19 to be recharged from NSH.
S93624	EE Boilers 2017/18	NSH	150,000	150,000	22,765.13	0.00	127,235	150,000	9/8/18 - retention left to pay on last year and new year scheme started. 31/10/18 - Enough boilers to spend budget. 17/01/19. scheme progressing.
S736	ENERGY EFFICIENCY		177,000	177,000	13,465.13	0.00	163,535	177,000	
S95100	GARAGE FORECOURTS	NSH	6,000	6,000	0.00	0.00	6,000	6,000	
S95109	Garages	NSH	27,000	27,000	23,956.00	117.00	2,927	27,000	9/8/18 - whittaker road - resurface and refurb 31/10/18 - almost complete. 17/01/19. scheme complete £24,883 total.
S95113	Resurfacing Works 2017/18	NSH	0	0	-325.00	325.00	0	0	9/8/18 - only retention left to pay of £1,228.32. 17/01/19 complete - remove this balance.
S95115	Resurfacing Works 18/19	NSH	75,000	75,000	0.00	0.00	75,000	75,000	9/8/18 - tendered and should be onsite in September. 31/10/18 - Contractors on site.
S751	GARAGE FORECOURTS		108,000	108,000	23,631.00	442.00	83,927	108,000	
S95200	ENVIRONMENTAL WORKS	NSH	14,188	14,188	0.00	0.00	14,188	14,188	
S95202	Howes Court Balcony	NSH	0	0	-3,049.00	4,353.58	-1,305	-0	9/8/18 - only retention left to pay of £3,049. 17/01/19 MC to chase.
S95203	Car Park William Bailey House	NSH	12,812	12,812	12,812.24	0.00	0	12,812	9/8/18 - should have been completed end of March - only just recently complete. 31/10/18 - Will need to move some additional money in - Mick to inform.
S95250	Communal Lighting	NSH	21,600	21,600	10,239.75	0.00	11,360	21,600	31/10/18 - works have been identified for this budget - trailing some solar street lights at Flemming Drive Park and changing to LED's at Cleveland Sq. 17/01/19 solar panels at Flemming Drive park looking good.
S95251	Door Entry Systems	NSH	25,000	25,000	0.00	0.00	25,000	25,000	17/01/19 software failure at three properties. Order has been placed for tithe barn, queens court and chatham court.
S95252	Flood Defence Systems	NSH	10,800	10,800	0.00	0.00	10,800	10,800	9/8/18 - no works identified at this stage
S95253	Play Areas	NSH	21,600	21,600	0.00	0.00	21,600	21,600	9/8/18 - works have been identified - out to tender in September 31/10/18 there were delays on tender going out, but scheme is back on track now. 17/01/19 tender opening next week.
S95254	Estate Remodelling	NSH	5,200	5,200	116.00	0.00	5,084	5,200	9/8/18 - support new build programme. Works have been identified - Cleveland Sq at the moment. 17/01/19 still supporting new build programme by making amends to existing properties.
S95291	Parking Works	NSH	130,000	130,000	51,232.49	32,552.33	46,215	130,000	9/8/18 - orders raised now - work due to start on wolfit avenue anytime. 31.10.18 Wolfit Ave nearly complete. Still other sites to finish. 17/01/19 Collingham, clipstone & rainworth.
S95293	Fencing Works	NSH	30,000	30,000	24,237.98	0.00	5,762	30,000	9/8/18 - orders raised now for various areas. Contractors on site. 17/01/19 commitments in progress which will use the remaining budget
S752	ENVIRONMENTAL WORKS		271,200	271,200	95,589.46	36,905.91	138,704	271,200	
S97100	ASBESTOS	NSH	8,000	8,000	0.00	0.00	8,000	8,000	
S97115	Asbestos Surveys 18/19	NSH	60,000	60,000	13,611.81	43,388.19	3,000	60,000	9/8/18 - started surveys but had to retender. 31.10.18 New tender accepted and surveys have started. 17.01.19 expecting large valuation anytime.

Project	Capital Description	Project Manager	Revised Budget 18-19 (Following P&F 29.11.18)	Revised Budget including Variations for Approval	Actuals to end of September	Current outstanding orders	Additional anticipated spend in year	Total Projected spend in year	Comments - Spend to date
S97116	Asbestos Removal 18/19	NSH	40,000	40,000	11,301.20	28,698.80	0	40,000	9/8/18 - onsite but surveys identify removal works 31/10/18 now surveys are being carried out removal works will start.
S771	ASBESTOS		108,000	108,000	24,913.01	72,086.99	11,000	108,000	
S97200	FIRE SAFETY	NSH	34,000	34,000	2,790.88	0.00	31,209	34,000	
S97221	Fire Doors Various	NSH	20,000	20,000	0.00	19,123.69	876	20,000	9/8/18 - orders raised for Wolfit Avenue 31/10/18 start on site next week. 17/01/19 scheme progressing following hold up on certification following Grenfell.
S772	FIRE SAFETY		54,000	54,000	2,790.88	19,123.69	32,085	54,000	
S97300	DDA IMPROVEMENTS	NSH	1,600	1,600	0.00	0.00	1,600	1,600	
S97309	Dda Works 18/19	NSH	20,000	20,000	18,968.31	0.00	1,032	20,000	9/8/18 - will be complete by the end of August. 31/10/18 final invoice being paid imminently.
S773	DDA IMPROVEMENTS		21,600	21,600	18,968.31	0.00	2,632	21,600	
S97400	DISABLED ADAPTATIONS	NSH	32,000	32,000	0.00	0.00	32,000	32,000	
S97416	Major Adaptations 18/19	NSH	340,000	340,000	291,046.58	43,130.13	5,823	340,000	9/8/18 - getting more referrals through than expected so may need to move more budget in from kitchen/bathrooms budget 31/10/18 budget is nearly all committed. MC to use the Kitchens & Bathrooms schemes to support DDA works. 17/01/19 this scheme will be supported by Kitchens & Bathrooms due volume and complexity of referrals.
S97417	Minor Adaptations 18/19	NSH	50,000	50,000	31,622.43	8,377.57	10,000	50,000	9/8/18 - as above
S97418	Adaptation Stair Lift/Ho 18/19	NSH	50,000	50,000	22,226.60	27,773.40	0	50,000	9/8/18 - as above - trying to recycle ones no longer required if able to meet OT requirement. 31/10/18 still 3 more hoist jobs and a stair lift to do. Will need to move some more money in here from the contingency. 17/01/19 some jobs coming through this week.
S774	DISABLED ADAPTATIONS		472,000	472,000	344,895.61	79,281.10	47,823	472,000	
S97500	LEGIONELLA	NSH	32,400	32,400	25,561.07	0.00	6,839	32,400	9/8/18 - legionella surveys have identified areas where works is required. Scheme complete.
S791	UNALLOCATED FUNDING		32,400	32,400	25,561.07	0.00	6,839	32,400	
S99100	PROPERTY INVESTMENT CONTINGENCY	NSH	14,000	14,000	-44,754.84	0.00	58,755	14,000	
S791	UNALLOCATED FUNDING		14,000	14,000	-44,754.84	0.00	58,755	14,000	
	PROPERTY INVESTMENT		5,167,800	5,167,800	2,954,692	812,390	1,400,719	5,167,800	95% committed and 70% spent to date.
AFFORDABLE HOUSING									
SA1013	25 supported dwellings - Bilsthorpe	Rob Main / Kevin Shutt	42,301	42,301	-715	0	43,016	42,301	simon to send the invoice for items NSH have paid for to get these schemes cleared
SA1016	Site A - Wolfit Avenue, Balderton	Rob Main / Kevin Shutt	26,183	26,183	-1,623	0	27,806	26,183	simon to send the invoice for items NSH have paid for to get these schemes cleared
SA1017	Site B - Wolfit Avenue, Balderton	Rob Main / Kevin Shutt	24,930	24,930	-573	0	25,503	24,930	simon to send the invoice for items NSH have paid for to get these schemes cleared
SA1018	Coronation Street/Grove View Rd, Balderton	Rob Main / Kevin Shutt	46,118	46,118	-4,355	0	50,473	46,118	simon to send the invoice for items NSH have paid for to get these schemes cleared
SA1019	Lilac Close	Rob Main / Kevin Shutt	52,479	52,479	-2,233	0	54,712	52,479	simon to send the invoice for items NSH have paid for to get these schemes cleared
SA1020	Second Avenue, Edwinstowe	Rob Main / Kevin Shutt	46,553	46,553	-1,476	0	48,029	46,553	simon to send the invoice for items NSH have paid for to get these schemes cleared

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

REVENUE BUDGET - PROPOSED BUDGET 2019/20

1.0 Purpose of Report

1.1 To enable the Policy & Finance Committee to consider spending proposals and make recommendations to Council for the 2019/20 Budget.

2.0 Introduction

2.1 This report sets out details of the proposed budget for the Council for the financial year 2019/2020. The budget proposals were formulated in accordance with the framework set out in the Council's Constitution and the budget strategy report approved by the Policy & Finance Committee on 20 September 2018.

2.2 The level of discretionary fees and charges for services provided by the Council are considered as part of the budget process rather than being implemented piecemeal throughout the year. This is considered later in the report. The fees and charges will be included in the electronic budget book and circulated to all Members for the Council meeting on 7 March 2019.

2.3 The Local Government Finance Settlement ("the Settlement") provides key figures for Government Grant that forms a part of the Council's budget. The draft settlement was announced on 13 December 2018 and was confirmed by MHCLG on 29 January 2019.

2.4 Members will be aware that the Council is part of business rates pool with other Nottinghamshire Authorities. A projection of available resources under Business Rates Retention has been completed.

2.5 Overall Business Rates income is expected to rise by £1,262,100 due to an increase in rateable value in the rating list. There have been several large changes in the rating list during the current financial year, which has increased the rateable value of the rating list by almost £1.9m rateable value. The Council's external consultants advised that due to various building works on properties within the district £1,059,700 rateable value should be billed for, together with new properties amounting to £831,050 in rateable value. As these properties have come into the list during the 2018/19 financial year, there is expected to be a surplus on the collection fund account at year end of £1,875,969 of which £750,388 will be distributed to the Council during 2019/20.

2.6 The level of appeals provision brought forward on 1/4/2018 is £7,128,981. It is estimated that by 31 March 2019, £849,548 will have been charged to this provision due to reductions in rateable values as a result of businesses that have appealed the 2010 list rateable value. £1,998,049 is expected to be added to the appeals provision in respect of the appeals against the 2017 list bringing the overall balance to £8,277,482. This gives a balance of £4,020,270 in respect of claims against the 2010 list and £4,257,212 in respect of claims against the 2017 list.

2.7 This report has been prepared by the Resources Directorate in conjunction with the appropriate Committees and relevant budget holders.

2.8 In accordance with the Constitution, all Members, Directors and Business Unit Managers have been involved with the preparation of the budget.

3.0 Proposed Budget 2019/2020 - Finance Settlement Figures

3.1 The table below shows the figures for the years 2016/17 through to 2019/20. The key figure is the "Settlement Funding Assessment" which is part Revenue Support Grant and part retained Business Rates and forms the overall amount of funding receivable by the Council. It should be noted that funding for the Council Tax Support Scheme is no longer separately identifiable.

	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000
Revenue Support Grant	1,776,668	1,048,592	592,374	82,785
Retained Business Rates	3,365,803	3,434,519	3,537,702	3,618,775
Total Settlement Funding Assessment	5,142,471	4,483,111	4,130,076	3,701,560

3.2 The funding for 2019/20 is broadly consistent with that estimated and previously included in the Council's provisional estimates and no further savings need to be made as a result of the Settlement.

4.0 Council Tax Freeze Grant

4.1 There has been no announcement of a Council Tax Freeze Grant for 2019/20. The final grant payable for 2015/16 and grants for previous years have been consolidated into the NNDR/RSG settlement figures for Government Grant. It is not anticipated that this grant will be a feature of future budgets.

4.2 Where Councils do increase Council Tax, the Council Tax Requirement is used to determine the level which would trigger a referendum. MHCLG have now issued the criteria for triggering a referendum which has not changed from the 2018/19 principles in that relevant basic amount of council tax for 2019/20 is 3% or more, or the greater of 3% up to £5 more than its relevant basic amount of council tax for 2018/19. Both options would allow the level of Council Tax to be increased by up to 2.99% should Members consider this appropriate.

4.3 Once again, for Newark and Sherwood DC the relevant basic amount for each year includes Internal Drainage Board levies.

5.0 Proposed Budget 2019/2020 - General Principles

5.1 The draft settlement proposals for the last year of the four year settlement 2019/20 remain in line with the announcement in 2016/17 as a result of the Council accepting the 4 year settlement deal. There are also further proposals for the complete review of the local government finance system.

5.2 Reductions in Government grant are expected to continue and the Government are committed to phase out Revenue Support Grant but will continue to need Councils to contribute funding in order to meet the overall reductions in local government funding set in the Spending Review in 2016. Where this is the case the Government proposes to adjust the relevant Council's tariff or top up under the Business Rate retention scheme.

5.3 The appropriate bases agreed centrally and used in the preparation of the budget are:

- | | | |
|-----|---|---|
| (a) | Average Interest Rate
re External Debt | The Council does not currently have any General Fund borrowing. It is anticipated that during the course of the 2019/20 financial year, in order to deliver the actions in the Commercialisation Plan, it will need to borrow externally for General Fund related projects. |
| | | This will be on the basis of prudential borrowing and the cost will depend on the prevailing rates at the time the funding is needed. |
| (b) | Capital
Charges | Financing Capital financing decisions that are made to borrow in order to fund capital projects incur capital charges in the form of Minimum Revenue Provision (MRP). MRP is a charge to the taxpayer in order to fund the borrowing decisions taken in previous financial years. This charge is calculated by taking the value borrowed for each asset that has been funded by borrowing and apportioning a charge over the expected useful life of the asset. |
| (c) | Employers
Superannuation | The actuarial review carried out as at 31 st March 2016 increased the employers cost to 14.5% from 2017/18. This percentage covers future service only and the additional monetary amount (Line 9) is to cover historic deficits. This figure is reduced by a contribution from the HRA in respect of the pension earned by employees who transferred to NSH when the company was set up. |
| (d) | Employees | The budget has been prepared based on the effects of the new pay and grading structure applicable from 1 st April 2019 and 2% in future years to include pay, increments and all other salary costs. A vacancy provision of 3.5% of the total salary budget for 2019/20 has been made to allow for natural savings being made from posts remaining vacant before being filled. This amounts to £360,000 in 2019/20. |
| (e) | General Inflation | Inflation is added in as appropriate but offset by savings elsewhere. |
| (f) | Capital Charges | Under the Accounting Code of Practice, Local Authorities are required to show capital charges for the use of their assets based on the current market value. Members will appreciate however that these amounts have been included within the estimates to show the true cost of delivering local services and that they are required to be reversed at lines 25 and 26 to ensure that the overall Council Tax is not inflated. |

6.0 Proposed General Fund Budget 2019/2020 – Summary

6.1 The Council's annual general fund budget is shown in detail in the Appendices to this report. The overall position is summarised in Table 1:

TABLE 1	Estimate 2019/2020
	£
Total operating expenditure net of income	15,375,700
Less capital reversals	(2,355,950)
Net Service Expenditure	13,019,750
Other net Expenditure	<u>(1,040,560)</u>
Net Budget Requirement excluding Parishes	11,979,190

6.2 Post meetings at Committees during the January cycle there have been changes made to the budget based on a number of initiatives. The changes since the Committee reports are:

	Original Report	Proposed Budget
	£	£
Policy & Finance	4,039,480	3,984,490
Leisure & Environment	3,628,970	3,615,970
Homes & Communities	2,261,930	2,249,750
Economic Development	1,096,290	1,280,100
Total	11,026,670	11,130,310

6.3 The totals in the table above represent the Service budget total shown at line 5 of Appendix A less the capital charges and Revenue expenditure funded from Capital under Statute charges at lines 25 and 26.

6.4 The changes in the budget reflect:

- The recently approved Management restructure (this affects all Committee areas as various posts within the Council have been affected by this. A reapportionment of time has also been reflected due to the merging of previous functions into different Business Units)
- The purchase of the Buttermarket, and hence creating a revenue budget provision for the running of the Buttermarket
- The inclusion of a budget for a Town Centre study to inform the masterplan for Newark Town Centre. This will look to maximise the offer from within the town, to ensure the long term vibrancy of the town
- The creation of a budget to contribute to a County wide property Inspector team which will seek to increase the Rateable Values of properties within the District and County. This will then lead to an increase in Business Rates receipts.

7.0 Service Expenditure after Reversal of Capital Charges Appendix A

7.1 Service and other operating expenditure after capital charges have been reversed (Lines 25 & 26) shows an increase of £818,540.

Line		2018/19	2019/20	Variance
5	Total service budgets	12,690,480	13,486,260	795,780
14	Other operating income & expenditure	1,751,800	1,889,440	137,640
25	Revenue Expenditure Funded from Capital Under Statute	(599,360)	(599,360)	0
26	Capital Charges	(1,645,710)	(1,756,590)	(110,880)
	TOTAL	12,197,210	13,019,750	822,540

7.2 The main reasons for the increase in service expenditure are highlighted below:

- Inflation on overall staff costs, including the pay award and all newly created positions amounts to £605k.
- An increase in relation to Development Management an allowance has been made for the costs associated with development control, enforcement, appeals and appraisals has been included, rather than an annual usage of reserves which amounts to £145k.
- The budget for the commission of a District Wide Housing Needs study, subject to Committee approval, estimated at £32k partly funded by contributions from the HRA and Planning Policy.
- An increase of £15k in relation to the devolution arrangements to Newark Town Council due to the Council Tax base growth being lower than the estimated within the devolution agreement.
- Brunel Drive Depot has been assessed by the Asset Management Business unit in relation to works needed on this property. This has led to an increase of £12k in R&R contributions necessary to effectively maintain this building.
- An assessment of current fuel prices has meant that an additional £61k is needed within the budget as prices are expected to continue to increase.
- £208k has been included for a Town Centre study to inform the masterplan for Newark Town Centre. This will look to maximise the offer from within the town, to ensure the long term vibrancy of the town.
- An allowance of £100k for repairs and maintenance has been included for repairs to Leisure Centres. This has been offset by income from A4T to reimburse all expenditure.
- Overall increases in Business Rates amount to £70k with major increases for Newark Lorry Park (£25k), Newark Beacon (£22k) and Heritage, Culture and Visitors (£25k) with minor variances on other properties.
- The leasing budget of £135k, within Transport costs, in relation to the vehicles leased for Newark and Sherwood Homes has been removed as the decision has been made to purchase these rather than lease.
- Catering increases of £35k relate to Newark Beacon of £23k and £15k Lorry Park (offset by an income budget of £15k) with a reduction of £3k for bar supplies at the Palace Theatre.
- Equipment and Furniture increases relate to the anticipated purchase of more bins £37k (offset by additional income of £20k) together with increases in contracts relating to hardware maintenance (£18k) within ICT and a £10k budget for the Newark Beacon.
- The increase in Communications is mainly due to the Newark Beacon.
- Castle House energy costs have risen by an expected £33k, Newark Beacon accounts for £7k of the increase, together with an increase of £11k at the Palace Theatre, the Buttermarket £5k and Brunel Drive £4k.

7.3 The additional pressures identified in 7.2 have been offset by savings identified below:

- The one off budget for Arkwood Developments Limited set up costs of £114k during 2018/19 has been removed.
- A one off budget for costs associated with the Income Management system of £35k has been removed.
- The decision to bring the Newark Beacon back in house has generated an additional anticipated net income of £131k.
- A target of £250k savings has been set for the second year of the commercialisation strategy.
- Additional income is forecast for Garden Waste in relation to both additional customers and the bringing back in house of the administration function from Rushcliffe. This amounts to £53k additional income.
- Waste disposal income has increased by £41k, this is based on current volumes of disposal.
- Vacancy savings target has increased by £40k in line with the 3.5% savings target.

7.4 Officers and Members continue to work closely to look for savings in the provision of services including the maximisation of income where possible.

8.0 Employee Plan 2018 -19 (Appendix C)

8.1 The Employee Budget for 2018/2019, produced early in 2019, predicted a full-time equivalents (FTE's) establishment of 354.67 FTE's at 31 March 2018. However the expected employee establishment for 2018/19 is now 353.09 FTE's.

8.2 The anticipated establishment at 31 March 2020, will increase to 354.09 with full establishment costs of £12.074m (2018/19: £11.430m).

9.0 Review of Fees and Charges

9.1 A number of charges for services administered by the local authority are set by statute and the timing and review is therefore prescribed by Central Government. There remain however, a number of services where the Council does have the ability to review and if necessary amend its charges or charging regime.

9.2 In accordance with the Council's Constitution, each service area should consider the level of fees and charges to be implemented in the following financial year as part of the overall process of service planning and budget formulation.

9.3 The proposals for the levels of fees and charges to be implemented from 1 April 2019 are available on the Members' Extranet. The total estimates for fees & charges included in the 2019/20 budget are £4.677m (2018/19 £4.446m). These will be included in the electronic budget book circulated to all members at Council on 7th March 2019.

9.4 Building Control Fees and Charges

9.4.1 Fees for Building Control are set by South Kesteven as part of the Building Control Partnership. Once they are set they will be advertised on the Council's web site.

- 9.5 Planning Pre-Application Advice: £872k (includes all planning fees)
- 9.5.1 The Council provides a comprehensive pre application advice service, which includes amongst other things consultation with key stakeholders. The aim of this service is to deliver wherever possible, timely, responsive, constructive and reliable advice so as to save significant resources by allowing an applicant not to pursue schemes which are unacceptable, or have to be modified once they've been submitted.
- 9.5.2 The scales of fees for pre-application advice are shown in **Appendix E**.
- 9.5.3 The charges for street naming and numbering can be seen in **Appendix K**.
- 9.6 Car Parking Fees and Charges: £806k + £384k Lorry Park
- 9.6.1 There are no proposals to increase car parking fees & charges.
- 9.6.2 The fixed charge for lorry parking also remains unchanged.
- 9.6.3 Car parking charges can be seen in **Appendix F**.
- 9.7 Markets Fees and Charges: £10.4k
- 9.7.1 The Newark Riverside market charges are set out in **Appendix G**. There is a proposed increase of £1 on both the market stalls and the pitch per linear metre.
- 9.8 Culture Fees and Charges: £638k
- 9.8.1 Fees and charges for the Palace Theatre, National Civil War Centre, Resource Centre and Collections can be seen in **Appendix H**. Proposals for increases are disclosed within the appendix.
- 9.9 Parks and Amenities Fees & Charges: £15.6k
- 9.9.1 Fees for hire of parks & playing fields and Newark Castle grounds and undercroft are shown in **Appendix J**. Proposals for increases are disclosed within the appendix.
- 9.10 Licensing Fees – General: £120k
- 9.10.1 **Appendix L** provides a list of the discretionary fees for all types of licensing functions under the responsibility of the Homes & Communities Committee – Safety, Hackney Carriage and Private Hire.
- 9.10.2 The discretionary fees under the Gambling Act 2005 are shown in **Appendix M**.
- 9.10.3 Fees set by Statute under the Gambling Act 2005 are shown in **Appendix N** and fees set under the Licensing Act 2003 are shown in **Appendix O**.
- 9.10.4 The proposed increases across these fees are disclosed within the appendices.

9.11 Environmental Health Fees and Charges: £90k

9.11.1 The Environmental Health Service has a range of services, some statutory and some discretionary, for which it imposes a charge. All charges are reviewed each year and where possible are compared to the other Local Authorities in the region and to the private sector if they are in competition as a direct service provider.

9.11.2 The tables set out in **Appendix Q** shows the current level of charges for licences and the proposed increase for 2019/20. Private water supplies and other miscellaneous Environmental Health charges are also set out in this **Appendix**.

9.11.3 Charges for the Dog Warden service (income £4k) are shown in **Appendix R**.

9.12 Trade Refuse Fees and Charges: £1.044m

9.12.1 Businesses within the district have to pay for the collection and disposal of the waste that they generate and the Council offers a competitive service. Costs, and therefore, charges are divided into collection and disposal, the latter of which is set by Nottinghamshire County Council as our Waste Disposal Authority.

9.12.2 Trade waste contract charges and charges for removal of bulky household waste are set out in **Appendix S**. Proposals for increases are disclosed within the appendix. An allowance has been requested for the discretion of the Business Manager to adjust fees to be able to respond to customer and market demands.

9.13 Other Fees and Charges

9.13.1 Local Land Charges fees (£140k) can be seen in **Appendix I**. There is no proposed increase to any of these charges.

9.13.2 Charges for advertising in the 'Voice' Magazine can be seen in **Appendix P**, for which there is no anticipated increase. Public Conveniences charges (£1.5k) can be seen in **Appendix T** and the charges for recovery action taken on unpaid Council Tax and NNDR (£272k) can be seen in **Appendix W**.

9.13.3 Proposals for room hire charges at Castle House are shown in **Appendix U**: £2.5k. Proposed increases are disclosed within the appendix.

9.13.4 Street naming and numbering (£1.3k) can be seen at **Appendix K**. There are no proposed increases to these fees.

9.13.5 Room hire charges at the Newark Beacon are shown at **Appendix V**. Proposed increases are disclosed within the appendix.

10.0 Capital Financing net of Interest Payable and Receivable (Line 18)

10.1 The capital financing costs are the best estimate at the time of writing this report. Due to the nature and composition of these charges, they are subject to change on a regular basis. This reflects movements in the financial markets as well as changes to the predicted cashflow.

- 10.2 The Council is proposing to borrow money from PWLB in order to support its cash flow position. During the previous financial years, decisions regarding capital expenditure have been taken to utilise internal resources and maintain an under-borrowed position against its Capital Financing Requirement. This is not uncommon across the Local Government sector, at a time when budgets have been squeezed, but reserves have existed. The Council is proposing to utilise elements of its reserves in the shape of various projects such as the Modular Pool at Ollerton and the contribution to the Robin Hood Hotel. This has meant that cash backed by these reserves has been utilised meaning that there is a need to borrow money to ensure that the Council has cash at hand to service its day to day costs.
- 10.3 There is a decrease in Capital Financing costs, of £82,080 shown at line 15 in 2019/20. This represents the cost of capital financing decisions taken in previous years where there hasn't been capital resources available to fund the capital spend. The decrease reflects the revised methodology of calculating the minimum revenue provision in line with regulations.
- 10.4 The Council's Treasury Strategy is the subject of a separate report which is being considered by Audit and Accounts Committee prior to its submission to Council on 7 March 2019.
- 10.5 The investment income increase in 2019/20 reflects the proposals set out within the Councils' approved Investment Plan which was approved at this Committee 21 September 2017. Working within the approved Treasury Management Strategy, the Council expects to increase investment income by creating a broader portfolio of investment assets in order to generate further interest income. Advice from the Councils' external treasury consultants will be sought prior to the investment of any funds to ensure maximum scrutiny is taken on any decision making.

11.0 Contribution from/(to) Reserves (Line 27)

- 11.1 Each year the Section 151 Officer of a local authority is required under Section 26 of the Local Government Act 2005 to review the amount of reserves and provisions that the authority holds. This review is carried out primarily to ensure that reserves and provisions are not allowed to be 'run down' to an imprudent low level, taking into account their purpose and likely use. In undertaking this review it is also necessary to ensure that for the level of reserves do not exceed requirement. With this in mind, a review of reserves held by the Authority has been undertaken by the s151 officer, in consultation with senior management and political leadership of the Council.
- 11.2 The Council's earmarked reserves at 31 March 2017, at 31 December 2017, forecast to 31 March 2018 and forecast to 31 March 2019 are set out below.

	At 31 March 2018	Forecast at 31 March 2019	Forecast at 31 March 2020
	£	£	£
Council Reserves	20,759,097	21,677,215	12,220,109
Grant Reserves	1,030,414	488,678	420,675
Capital Reserves	8,798,784	8,054,913	7,859,914
Ring Fenced Reserves	140,215	140,215	140,215
Total Reserves	30,728,510	30,361,022	20,640,913

11.3 A full list of reserves is provided at **Appendix D**.

12.0 General Fund Balance

12.1 At its meeting in September 2017, Policy & Finance Committee approved a recommendation that the District Council should aim to maintain General Fund balances at 15% of Net Budget Requirement. Officers now recommend that a fixed amount of £1.500m would be a prudent balance to hold as the General Fund Balance in order to pay for exceptional items. By setting this as a fixed limit it reduces the burden of artificially having to amend this each year. This is then in line with the Councils' HRA which has a set fixed working balance. This balance will be kept under constant review to ensure the prudence of this value. This would potentially release £237k from the current balance of £1.737m (being the balance at the end of the 2017/18 financial year), which could be released into other reserves in order to fund Council priorities. In order to maintain the level of balances it is intended that other appropriate reserves will be used in the first instance to fund any one-off costs arising and balances will only be used when these reserves have been fully utilised.

13.0 Parish Precepts

13.1 Parish/Town councils are required to 'precept' for their net expenditure from the District Council's General Fund. Because of this, the amount of Parish Precepts forms part of the District Council Tax Requirement.

13.2 The Local Government Finance Act 2012 brought in changes to the way that Council Tax benefits are paid – now treating them as a discount. The Council Tax base now needs to take into account the Local Council Tax Support Scheme and this reduces the Council Tax Base. This impacts on all classes of local authority including town and parish councils as well as the District Council and major precepting authorities.

13.3 The precepts for parish/town councils are not fully known at this time. However tables including the actual parish precepts and grant funding will be circulated at the Council meeting on 7th March 2019.

14.0 Revenue Support Grant and Non-Domestic Rates (NDR) (Lines 19 to 21)

14.1 Under the NDR system, the Department of Communities and Local Government sets the rate in the pound payable. For 2019/20, the rate in the pound has been set at 50.4p (49.1p where Small Business Rate Relief applies).

14.2 For 2019/20, Newark & Sherwood District Council's retained business rates has been assessed as £3.619m and the Revenue Support Grant from central Government will be £83k, giving total funding of £3.702m. This does not include any additional revenue generated and retained by the Council, including any amount generated through the Nottinghamshire Business Rates Pool. An allowance for £610k has been included for renewable energy properties for which the Council retains 100% of the business rate income (£660k in 2018/19). The additional income relates to growth within the rateable value listing together with a reduction in the amounts to be put into the provision for appeals.

14.3 The Council is part of the Nottinghamshire business rate pool and an estimate of £1.756m has been made of the levy payable to the pool based on 2018/19 assumed growth. At this stage it is not possible to calculate how much of this growth will be returned to NSDC as this depends on the performance of all the other authorities within the pool. During 2017/18 this amounted to £461k.

14.4 As detailed in paragraph 2.6 the provision for NDR appeals reflects the risk of losses on appeals where the District Council's NDR base is made up of a small number of high value hereditaments such as Center Parcs and Knowhow.

14.5 In 2016/17 the government offered all authorities limited certainty of a four year settlement detailing the minimum amount of RSG they will receive each year from 2016/17 until 2019/20. Details of the Council's Efficiency Plan were submitted to government prior to the deadline of 14 October 2016, and it is available on the Council's website. <http://www.newark-sherwooddc.gov.uk/budgets/> It should be noted however, that for this Council, the certainty of funding only applies to Revenue Support Grant and Rural Services Delivery Grant, which in 2019/20 will only amount to a total of £121k. Confirmation of the 4 year funding was received from CLG on 16th November 2016.

15.0 Council Tax Requirement

15.1 The Newark & Sherwood District Council Annual Net Budget Requirement for 2019/20 is £11.979m as shown in Table 1 paragraph 6.1. This is offset by Government Grant of £121k in Revenue Support grant and Rural Services Delivery Grant and retained NDR of £5.128m. This leaves a net call on the Collection Fund before Parish Precepts are added of £6.730m (**Appendix A** Line 32).

16.0 Subjective Analysis

16.1 A subjective analysis showing the total service expenditure and income for 2019/2020 according to type is shown in **Appendix B**.

17.0 Risk Assessment and Sensitivity

17.1 Under Section 25 of the Local Government Act 2004 the statutory Section 151 Officer, the Director of Resources, is charged with reporting on the robustness of the estimates made. This section fulfils that statutory requirement.

17.2 In considering the overall level of budget proposed and the sensitivity of income and expenditure levels it should be noted that:-

- A 1% increase in Council Tax is equivalent to a sum of £67,300 net expenditure
- A £1 increase in Council Tax is equivalent to a sum of £38,770 net expenditure

17.3 As with all District Councils the costs of staffing make up a considerable part of the budget. As shown in paragraph 5.3 the budget has been prepared using the pay scales agreed with the trade unions for 2019/20. Future years budgets have been uplifted by 2%. To the extent that any future national agreement exceeds that figure the impact will need to be met from Council reserves. For every 1% increase in staffing costs a further £120,970 would require to be found from the Council's balances to the extent that other savings or staff reductions could not be made to offset the increase. It is not considered that this presents a significant risk for 2019/20.

- 17.4 A substantial part of the net budget is dependent on the buoyancy of income streams thus offsetting the expenditure falling to be met from the General Fund and hence Council Taxpayers. Account has been taken within the 2019/20 budget of the levels of income which are considered to be achievable. However, any significant under performance on income will give rise to a subsequent increase in the net expenditure in the year and therefore place an unbudgeted demand on the Council's revenue balances. A 1% drop in income from fees and charges across all service areas would be equivalent to an amount of £46,770 or a tax increase of £1.20 or 0.7%.
- 17.5 Income from most income streams is currently meeting budget targets. Areas of potential shortfalls are within the Asset Management Team, where an assessment of the time spent on capital projects has led to a reduction in the charge to capital against the budgeted income. An allowance for this has been made within the 2019/20 budget. Heritage, Culture and Visitors is also showing an under recovery of forecast income which is currently being contained by reducing expenditure. Allowances for this have also been made for the 2019/20 budget.
- 17.6 In 2019/20, it is essential that the incomes stream from all areas is monitored closely.
- 17.7 Within the 2019/20 budget it has been necessary to find savings in order to keep the level of expenditure (and hence Council Tax) to an acceptable level. Some of these items are highlighted in Section 7.3 above. In order to maintain the long-term financial stability of the budget and future viability of services it is essential that the savings projected in this budget are fully achieved.
- 17.8 At the time of constructing the budget a number of uncertainties exist which could cause significant variation to the projected levels of expenditure and income reflected within the budget. The most significant areas in addition to those identified as income above are:

17.8.1 Interest Rates

The Authority receives a significant amount of interest as reflected in line 17 of **Appendix A**. It is proposed to borrow money during the course of the 2019/20 financial year, which will mean that interest will become payable from the General Fund as reflected in line 16 of **Appendix A**. These amounts have been calculated taking into account various factors such as cash flow, level of capital receipts available, levels of anticipated balances and reserves, and the anticipated interest rates achievable during the year. To the extent that variations occur in the above areas, the level of interest paid and received in the year may fluctuate from that anticipated.

The impact of a 1% interest rates change is not significant in terms of the Council's overall budget.

17.8.2 General Inflation

Services are required to stand the impact of general inflation within their budget targets. Inflation rates were around 2.4% in September 2018.

Inflation puts further pressure on non-pay budgets and there is a risk that this will impact on the level of expenditure in 2019/20. It should be noted that the allowance for inflation covers

the period up to March 2020. At the time of writing this report the figure for CPI for January 2019 was not available; the figure for November 2018 was 2.3%.

17.8.3 National Living Wage

The National Living Wage (NLW) will increase to **£8.21** per hour from April 2019 for workers aged over 25.

The Council currently pay a non-contractual Living Wage supplement bringing all employees' hourly rates up to at least £8.75 per hour. In November 2018 the Living Wage Foundation raised its rate for workers outside of London to **£9.00** an hour, thereby keeping a significant gap between this voluntary scheme and the compulsory NLW. Now that the Council and the Trade Unions have reached agreement on the 2019/20 NJC pay scales, the necessity to pay the non-contractual living wage supplement has ceased because the lowest scale point will be in line with the Living Wage Foundation's rate of £9.00 per hour as referenced above.

17.8.4 Apprenticeship Scheme

In addition to the Apprenticeship Levy (**Appendix A** Line 7) the Council will be required to fund additional apprentices within the organisation. It is anticipated to utilise the training reserve by £0.025m in order to fund apprentices employed by the Council.

17.8.5 Reserves and Provisions

As referred to at paragraph 11.1 above, in carrying out the statutory review of Reserves and Provisions now necessary under the Local Government Act 2005. The position is set out in paragraph 11.1 to 11.3 above.

17.9 Provisional Local Government Finance Settlement

17.9.1 The Provisional Local Government Finance Settlement was issued on 13 December 2018.

17.9.2 As the Council accepted the multi-year settlement during 2016/17 for 4 years, the levels of RSG and retained Business Rates were already known to this authority as stated at paragraph 3.1.

17.9.3 Council Tax Referendum principles have been amended to keep in line with inflation. This means that Councils have the ability to increase Council Tax Band D by the higher of £5 or 2.99%, prior to triggering a referendum rather than the higher of £5 or 1.99% previously.

18.0 RECOMMENDATIONS

It be recommended to Council on 7 March 2019 that:

(a) the Employee Plan shown in Appendix C be noted;

(b) the following amounts be now calculated by the Council for the year 2019/2020 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011:

- (i) **£47,478,210** being the aggregate of the amounts which the Council estimates for items set out in Section 31A(2)(a) to (f) of the Act (the gross District Council expenditure for 2019/20);
 - (ii) **£35,499,020** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3)(a) to (d) of the Act (the gross District Council income for 2019/20); and
 - (iii) **£11,979,190** being the amount by which the aggregate at (a)(i) above exceeds the aggregate at (a)(ii) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Net Budget Requirement for the year;
- (c) the figures shown as (b)(i) and (b)(iii) above to be increased only by the amount of Parish Precepts for 2019/20;
 - (d) the budget figures included in the report be the Council's budget for 2019/20; and
 - (e) the fees and charges shown in Appendices D to W be implemented with effect from 1st April 2019.

Reason for Recommendations

To enable Policy & Finance Committee to make recommendations to full Council of the amounts to be calculated in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011 for the purposes of setting Council Tax levels for the year 2019/20.

Background Papers

Summary of Discretionary Fees and Charges for 2019/20

For further information please contact Nick Wilson, Business Manager – Financial Services on extension 5317.

Sanjiv Kohli
Director - Resources & Deputy Chief Executive

SUMMARY OF DISTRICT COUNCIL BUDGET REQUIREMENT

A	B	C	D
Committee	Estimate 2018/19 £	Estimate 2019/20 £	C-B More (Less) £
1 Economic Development Committee	2,526,910	2,626,000	99,090
2 Homes & Communities Committee	2,285,840	2,091,800	(194,040)
3 Leisure & Environment Committee	4,923,380	4,521,450	(401,930)
4 Policy & Finance Committee	2,954,350	4,247,010	1,292,660
5 Total Service Budgets	12,690,480	13,486,260	795,780
Other Operating Income & Expenditure			
6 Commercial Plan - target savings	(84,000)	(250,000)	(166,000)
Other Employee Expenses			
7 Apprenticeship Levy	42,000	42,000	0
8 Pensions - employers % contribution	0	0	0
9 Pensions - employers lump sum	1,069,760	1,101,580	31,820
10 Pensions - Pensions Act	245,410	249,620	4,210
11 Corporate Contingencies	0	200,000	200,000
12 Management Transitional Arrangements	(55,000)	0	55,000
13 Drainage Levy	533,630	546,240	12,610
14 Total other operating income & expenditure	1,751,800	1,889,440	137,640
Financing and Investment income & expenditure			
15 Capital Financing Cost	621,050	527,690	(93,360)
16 Interest Payable	0	93,170	93,170
17 Investment Interest received	(368,750)	(718,850)	(350,100)
18 Total Financing and Investment income & expenditure	252,300	(97,990)	(350,290)
Taxation and Non Specific Grant Income			
Revenue Support Grant			
19 Formula Grant	(592,370)	(82,780)	509,590
Rural Services Delivery Grant			
20 Rural Services Delivery Grant	0	(38,000)	(38,000)
Non Domestic Rates			
21 Retained NDR	(4,188,400)	(5,128,810)	(940,410)
Non Domestic Rates S31 Grant			
22 S31 Grants	(1,501,500)	(1,823,190)	(321,690)
23 New Homes Bonus	(1,491,090)	(1,580,160)	(89,070)
24 Total Taxation and Non Specific Grant Income	(7,773,360)	(8,652,940)	(879,580)
Contributions to/(from) Reserves and Balances			
Contributions to/(from) Unusable Reserves			
25 Revenue Expenditure Funded from Capital Under Statute	(599,360)	(599,360)	0
26 Capital Charges	(1,645,710)	(1,756,590)	(110,880)
Contributions to/(from) Usable Reserves			
27 Contributions to/(from) Usable Reserves	434,200	880,620	446,420
28 New Homes Bonus grant to reserves	1,491,090	1,580,160	89,070
29 Total Contributions to/from Reserves and Balances	(319,780)	104,830	424,610
30 Net Call on Collection Fund	6,601,440	6,729,600	128,160

APPENDIX B

BUDGET SUMMARY - SUBJECTIVE ANALYSIS OF OVERALL SERVICE EXPENDITURE

CODE	DESCRIPTION	2018/19 BASE BUDGET	2019/20 BASE BUDGET	More (Less)
111	SALARIES AND WAGES	9,189,100	9,700,230	511,130
112	OTHER SALARIES/WAGES PAYMENTS	31,390	56,440	25,050
113	NATIONAL INSURANCE	948,610	928,470	(20,140)
114	SUPERANNUATION	1,300,830	1,389,350	88,520
115	OTHER EMPLOYERS CONTRIBUTIONS	21,000	21,800	800
	EMPLOYEE SUB TOTAL	11,490,930	12,096,290	605,360
211	REPAIRS AND MAINTENANCE	268,170	466,150	197,980
212	ENERGY COSTS	195,070	254,950	59,880
213	RENT	160,890	157,470	(3,420)
214	RATES	331,530	401,230	69,700
215	WATER SERVICES	46,560	57,600	11,040
217	CLEANING AND DOMESTIC	9,350	6,780	(2,570)
219	CONTRIBUTION TO FUNDS	408,950	399,660	(9,290)
311	TRANSPORT	988,030	711,940	(276,090)
315	CAR ALLOWANCES	121,480	97,320	(24,160)
316	INSURANCE	76,490	62,720	(13,770)
234	WIRELESS MAINTENANCE	0	13,500	13,500
411	EQUIPMENT AND FURNITURE	259,030	323,350	64,320
412	MATERIALS	33,230	36,450	3,220
421	CATERING	70,820	105,910	35,090
431	CLOTHING AND UNIFORMS	25,060	25,730	670
441	GENERAL OFFICE EXPENSES	266,630	273,860	7,230
451	CONTRACTUAL	1,310,260	1,268,090	(42,170)
452	OTHER SERVICES	763,830	1,098,480	334,650
453	LEASING PREMIUMS	332,290	0	(332,290)
461	COMMUNICATIONS AND COMPUTING	783,220	842,950	59,730
471	STAFF	37,170	36,880	(290)
472	MEMBERS	247,350	257,990	10,640
473	CHAIRMAN	7,630	7,630	0
481	GRANTS	405,690	421,360	15,670
482	SUBSCRIPTIONS	49,860	54,560	4,700
491	INSURANCE	323,750	178,010	(145,740)
492	CONTRIBS TO FUNDS AND PROVISNS	208,520	184,600	(23,920)
493	PAYMENTS TO THIRD PARTIES	1,203,640	1,261,190	57,550
497	DISCOUNTS	10,160	6,960	(3,200)
611	HOUSING BENEFITS	24,475,000	21,196,850	(3,278,150)
612	OTHER TRANSFER PAYMENTS	83,000	87,940	4,940
821	CAPITAL CHARGE	2,245,070	2,355,950	110,880
	RUNNING EXPENSES SUB TOTAL	35,747,730	32,654,060	(3,093,670)
911	GOVERNMENT GRANTS	(24,628,500)	(21,353,930)	3,274,570
922	CONTRIBUTIONS FROM OTHER LAS	(220,570)	(211,460)	9,110
928	RECHARGE NON GF ACCOUNTS	(2,248,780)	(2,137,040)	111,740
929	OTHER GRANTS	(9,670)	(29,600)	(19,930)
931	SALES	(497,880)	(532,930)	(35,050)
932	FEES AND CHARGES	(4,026,490)	(4,287,550)	(261,060)
933	RENTS	(1,535,190)	(1,794,240)	(259,050)
934	LOAN REPAYMENTS	(180,000)	0	180,000
938	FEES AND CHARGES	(419,260)	(389,110)	30,150
939	OTHER RECEIPTS	(747,390)	(528,230)	219,160
941	INTEREST	(650)	0	650
958	RECHARGES - CAR PARKS	(27,520)	0	27,520
958	INT CHARGE FOR SERVICES (dog bins)	(6,280)	0	6,280
961	REVENUE APPROPRIATION ADJUST	0	0	0
	INCOME SUB TOTAL	(34,548,180)	(31,264,090)	3,284,090
	COMMITTEE TOTAL	12,690,480	13,486,260	795,780

EMPLOYEE PLAN 2019/20

REVIEW OF 2018/2019

The Staffing Establishment Report for 2018/2019 produced early in 2018 predicted an increase of 3.57 full-time equivalents (FTEs) to an establishment of 354.67 FTEs at 31 March 2019. In the current review staffing levels are estimated to be 353.09 FTEs as at 31 March 2019.

Please note: that figures may show a difference of 0.01 as a result of excel rounding.

2018/2019			2019/2020		
SERVICE AREA	Actual Employee Establishment at 31.03.18	Revised Structure from 08.01.19	Planned Employee Establishment at 31.03.19	Planned Variations	Anticipated Employee Establishment at 31.03.20
Chief Executive's	1.00	Chief Executive's	1.00	0.00	1.00
Deputy Chief Executive	35.71	Resources and Deputy Chief Executive	75.00	0.00	75.00
Community	108.18	Communities & Environment	149.56	-2.00	147.56
Safety	69.63	Governance and Organisational Development	63.17	0.00	63.17
Customers	58.73	Growth and Regeneration	64.37	3.00	67.37
Resources	77.85				
TOTAL	351.10		353.09	1.00	354.09
Joint Negotiating Committee	16.00		15.00		15.00
Grades NS 11-17	80.18		76.44		76.44
Grades NS 9 -10	37.77		41.78		41.78
Below Grade NS 9	217.15		219.88	1.00	220.88
TOTAL	351.10		353.09	1.00	354.09

SUMMARY OF RESERVE APPENDIX D

General Fund Revenue Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Council Funds:			
Investment Realisation Fund	-91,890	-91,890	-91,890
Election Expenses Fund	-220,325	-150,325	-150,325
Insurance Fund	-398,456	-398,456	-398,456
Repairs And Renewals Fund	-2,411,187	-1,798,370	-1,236,765
Building Control Surplus	7,077	-15,233	-15,233
Museum Purchases Fund	-11,414	-8,559	-8,559
Training Provision	-152,182	-100,917	-75,873
Restructuring And Pay	-100,000	-100,000	-100,000
Court Costs	-59,769	0	0
Change Management Fund	-9,045,375	-12,369,061	-6,552,411
Enforcement Reserve	0	-44,313	-44,313
Flooding Defence Reserve	0	-250,000	-250,000
Emergency Planning Reserve	-50,000	-50,000	-50,000
Planning Costs Fund	-270,145	-155,145	-155,145
Development Company	-4,000,000	-4,000,000	0
Growth And Prosperity Fund	-1,799,909	-509,805	-462,998
Refuse Bin Purchase	-15,000	-15,000	-15,000
Fuel And Energy Reserve	-70,142	-70,142	-70,142
Management Carry Forward	-224,268	0	0
Unlawful Occupation Of Land	-9,250	0	0
Fly Tipping Fund	-100,000	-50,000	-50,000
NNDR Volatility Reserve	0	0	-793,000
Community Initiative Fund	0	0	-200,000
Gen Fund Balance	-1,736,863	-1,500,000	-1,500,000
Total Council Funds	-20,759,097	-21,677,215	-12,220,109
Grants:			
Homelessness Fund	-327,724	-292,308	-292,308
Revenue Grants Unapplied	-185,230	-8,421	-8,421
Community Safety Fund	-264,256	-22,525	-22,525
Energy & Home Support Reserve	-116,580	-92,613	-68,044
Warm Homes on Prescription	-110,849	-70,446	-29,376
Welfare Reform Reserve	-25,774	-2,364	0
Total Grants	-1,030,414	-488,678	-420,675
Total General Fund Revenue Reserves	-21,789,511	-22,165,894	-12,640,784

General Fund Capital Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Capital Financing Provision	-1,321,306	-823,030	-793,847
Capital Receipts	-2,911,723	-1,731,037	-665,221
Grants & Contributions Unapplied	-4,565,755	-5,500,846	-6,400,846
Total General Fund Capital Reserves	-8,798,784	-8,054,913	-7,859,914

Ring-Fenced Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Mansfield Crematorium	-140,215	-140,215	-140,215
Total Ring-Fenced Reserves	-140,215	-140,215	-140,215

Total Reserves	-30,728,510	-30,361,022	-20,640,913
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(Charges are inclusive of VAT)

Development Category	2018/19 charge	2019/20 charge
<p>DO I NEED PLANNING PERMISSION REQUESTS EXEMPTION 1 – DOMESTIC DWELLINGS/ HOUSEHOLDER ENQUIRIES</p> <p>To obtain a view from the Authority as to whether planning permission is required for an extension to a dwelling or the erection of a building or structure within the garden area (this could include but not be exclusive of a detached garage, erection of fencing, erection of decking, etc.)</p>	<p>Fixed Charge of £60</p> <p>This would cover one letter</p>	<p>Fixed Charge of £60</p> <p>This would cover one letter</p>
<p>EXEMPTION 2 – COMMERCIAL ENQUIRIES</p> <p>To obtain a view from the Authority as to whether planning permission is required for a development proposal (which could include an extension, alteration to an elevation, change in levels) or a change of use</p>	<p>Fixed Charge of £60</p> <p>This would cover one letter</p>	<p>Fixed Charge of £60</p> <p>This would cover one letter</p>
<p>PRE-APPLICATION ADVICE ON A DEVELOPMENT PROPOSAL</p> <p>New floor-space or change of use of 10,000 square metres or more or where the site area is 2 hectares or more.</p> <p>Development subject to an Environmental Impact Assessment (EIA).</p>	<p>Fixed charge of £1,440</p> <p>This would cover a site visit, up to 3 no. 1 hour meetings) with the case officer and one letter. Schemes requiring a larger Officer input to be agreed on a bespoke basis by the Business Manager, Growth and Development</p>	<p>Fixed charge of £1,440</p> <p>This would cover a site visit, up to 3 no. 1 hour meetings) with the case officer and one letter. Schemes requiring a larger Officer input to be agreed on a bespoke basis by the Business Manager, Growth and Development</p>
<p>CATEGORY A – LARGE SCALE MAJOR DEVELOPMENT</p> <p>Residential development of 100 or more dwellings or where the site area is 4 hectares or more.</p>	<p>£1,800</p> <p>This will cover a site visit, up to 3 no. 1 hour meetings) with the case officer and one letter. For development proposals of a more significant nature, requiring</p>	<p>£1,800</p> <p>This will cover a site visit, up to 3 no. 1 hour meetings) with the case officer and one letter. For development proposals of a more significant nature, requiring</p>

	more regular meetings a bespoke fee will be agreed.	more regular meetings a bespoke fee will be agreed.
CATEGORY B – SMALL SCALE MAJOR DEVELOPMENT Residential development of between 10 and 99 dwellings (inclusive) dwellings or where the site area is 0.5 hectares up to less than 4 hectares	£960 This will cover a site visit, up to 2 no. 1 hour meetings with the case officer and one letter	£960 This will cover a site visit, up to 2 no. 1 hour meetings with the case officer and one letter
CATEGORY C – SMALL SCALE OTHER DEVELOPMENT Examples include: Residential development of between 2 and 9 dwellings or where the site area is below 0.5 hectares.	£540 This will cover a site visit, 1 hour meeting with the case officer and one letter.	£540 This will cover a site visit, 1 hour meeting with the case officer and one letter.
CATEGORY D – All OTHER DEVELOPMENT AND CONSENTS NOT WITHIN CATEGORIES A TO C BUT EXCLUDING HOUSEHOLDER DEVELOPMENT Examples include: 1 new dwelling. New floor space or change of use of less than 300 sqm Advert Consent.	£192 This will cover a site visit, 1 hour meeting with the case officer and one letter.	£192 This will cover a site visit, 1 hour meeting with the case officer and one letter.
CATEGORY E – WIND TURBINES	£1,200 This will cover a site visit, 2 hour meeting with the case officer and one letter. For proposals of a more significant nature, requiring more regular meetings a bespoke fee will be agreed.	£1,200 This will cover a site visit, 2 hour meeting with the case officer and one letter. For proposals of a more significant nature, requiring more regular meetings a bespoke fee will be agreed.
CATEGORY F – HOUSE HOLDER APPLICATIONS works to a house or within its garden. (NB. a fee DOES NOT apply to Listed Buildings in domestic use, for maintenance and repair advice (unless part of a redevelopment proposal – see pre-app categories above), or if the building represents heritage at risk	£60 Unless an exemption has advised that planning permissions	£60 Unless an exemption has advised that planning permissions

(e.g. if on a risk register and/or in a Conservation Area at risk)	required. In which case advice on likely acceptability can be obtained for £24	required. In which case advice on likely acceptability can be obtained for £24
CATEGORY G – REQUESTS FOR CONFIRMATION OF COMPLIANCE WITH S106 AGREEMENTS Where a request is made for confirmation of compliance with a legal agreement associated with a planning permission, whether it be through submission of details to comply or for subsequent requests to confirm requirements have been met.	£97	£97
CATEGORY H – ADVICE WHICH IS NOT COVERED BY ANY OF THE ABOVE CATEGORIES	A bespoke fee will be agreed in advance based on the likely time taken and the level of experience of the Officer required to provide any such advice.	A bespoke fee will be agreed in advance based on the likely time taken and the level of experience of the Officer required to provide any such advice.

In instances where a development proposal may fall within 2 no. categories, for example it may also require an associated Listed Building Consent, the higher fee is payable as opposed to an aggregated payment.

Where it is requested and agreed that a Senior Manager also attends a meeting with the case officer, an additional charge, based on an hourly rate, may be payable.

Where follow-up advice is required an hourly rate will be charged, which shall firstly be agreed by and paid to the Local Planning Authority.

TERMS AND CONDITIONS

All of the above charges are inclusive of VAT.

Standard fees plus VAT must be paid on submission of the request for advice.

Payments can be made online at www.newark-sherwooddc.gov.uk/pay/ or over the phone by telephoning 01636 650000.

SERVICE STANDARDS AND SUBMISSION REQUIREMENTS

Exemptions (Do I need Planning Permission Requests)

Prospective applicants seeking advice as to whether planning permission is required for either a house extension or household development in a garden are required to complete an Exemption Form 1. Those seeking guidance for commercial proposals in terms of establishing

whether planning permission is required should complete an Exemption Form 2. Both forms are available on our website www.newark-sherwooddc.gov.uk/planning/pre-applicationadvice/ and at Castle House. This form sets out the information that is expected from prospective applicants in order for the request to be valid.

All Exemption requests will be responded to wherever possible within 21 days. You will receive acknowledgement of your request for the advice within 1 week of a valid request, unless you are informed otherwise. The Council will advise you if your request is invalid, explaining the reasons why and allowing you time to submit any missing information. Please note that in circumstances where any missing information is not received within 4 weeks of the original submission, the fee will be returned but £25 will be deducted for administration costs.

Pre Application Advice

Prospective applicants seeking exemption or pre-application advice are required to complete either an 'Exemption' or a 'Request for Pre-application Advice' form which is available on our website www.newark-sherwooddc.gov.uk/planning/pre-applicationadvice/ and at our reception at Castle House. This form sets out the information that is expected from prospective applicants in order for the request to be valid.

Within 1 week of receiving a request for pre-application advice, the service will contact you to confirm:

- That your request for advice has been received;
- That the fee, if submitted with the form, is correct or if a fee has not been submitted with the form, what the fee is;
- Any additional information that is required before pre-application advice is offered; and the name of the planning case officer who will be providing the advice.
- Where a fee has been submitted for advice without all other necessary information and the additional information is not received within 4 weeks of the original submission, the fee will be returned but £25 will be deducted for administration costs.
- The target date for responding to a valid request will be 5 weeks, although this cannot always be guaranteed for more complex schemes.

The case officer will:

Research the history of the site;

- Undertake an unaccompanied site visit (sometimes we may ask you or a representative to attend to gain access and to fact find);
- Consult with key statutory and non-statutory consultees where applicable;

- Identify and assess the prospective application against Council policies and standards;
- Arrange to attend a meeting with the prospective applicant (normally at the Council Offices) where applicable. Where specialist advice is requested at a meeting, the necessary officers will attend subject to availability.
- Provide a detailed written response in the context of the plans/information provided and meeting discussions which will include a list of supporting documents that would need to be submitted with any application to ensure that it is valid on receipt, a list of possible conditions that could be attached to any similar proposal if submitted (providing that the proposal would not be unacceptable), and details of any responses received from statutory and other consultees through the pre-application process.

Where follow up advice is sought, this must be made in writing and must include the original planning reference given by the Council and clear details of the additional advice being requested. Any such requests will be acknowledged in writing within 1 week and will include an estimate of the cost for the additional advice. If you then wish to proceed, the fee must be paid in full prior to any advice being issued.

QUALIFICATION

Any views or opinions expressed are in good faith, without prejudice to the formal consideration of any planning application, which will be subject to public consultation (which will include the relevant Town or Parish Council) and ultimately decided by the Council.

It should be noted that subsequent alterations to legislation or local, regional and national policies might affect the advice given.

Caution should be exercised in respect of pre-application advice for schemes that are not submitted within a short time of the Council's advice letter.

PROCESSING OF SUBSEQUENT PLANNING APPLICATIONS

The planning service will seek to process applications within the DCLG prescribed timescale. However, applications submitted following pre-application advice may take less time to determine. Applications that have been submitted in the absence of any pre-application discussions are likely to be refused without further negotiation where significant amendments are required to make the development acceptable.

CONTACT US

If you have any queries regarding the pre-application advice service please visit our website <http://www.newark-sherwooddc.gov.uk/planning/pre-applicationadvice/> or contact us using planning@nsdc.info or telephone 01636 650000.

CAR PARKS FEES AND CHARGES – ECONOMIC DEVELOPMENT COMMITTEE Appendix F

(Car Park charges are all inclusive of VAT)

NEWARK CAR PARKS	Duration	2018/19 Charge	2019/20 Charge
INNER TOWN	30 min	£0.50	£0.50
London Road	1 hour	£1.00	£1.00
Balderton Gate	2 hours	£1.50	£1.50
Town Wharf	2-3 hours	£2.50	£2.50
Appletongate	3-4 hours	£4.50	£4.50
	Over 4 hours	£7.50	£7.50
	After 6pm (Evening Charge)	£1.00	£1.00
OUTER TOWN	1 hour	£1.00	£1.00
Riverside (former Tolney Lane)	2 hours	£1.50	£1.50
Riverside Arena	2-4 hours	£2.00	£2.00
Livestock Market	4-5 hours	£2.50	£2.50
Castle House	5 hours and above	£3.00	3.00
	After 6pm (Evening Charge)	£1.00	£1.00
Dedicated Motorcycle Bay Newark: London Road Balderton Gate, Town Wharf Appletongate Riverside (former Tolney Lane) Riverside Arena Livestock Market	<p>Motorcycles parking in general bays must purchase and place in the provided facility a pay and display ticket in accordance with the tariffs displayed at each car park. Motorcycles parking in general bays without following this requirement shall be liable to a Penalty Charge Notice</p> <p>Motorcycles parked in the dedicated motorcycle bay or area will be able to park free but use of these dedicated bays and areas is limited to 8 hours in any 24hr period.</p>		
LORRY PARKING			
Lorry Parking – Fixed Charge		£14.50	£14.50
Lorry Parking (with meal voucher)		£17.50	£17.50
SEASON TICKETS			
INNER TOWN (Newark)	Per month	£84	£84

(limited issue)			
	Per quarter	£193	£193
	Per year (7 days per week)	£700	£700
OUTER TOWN (Newark) (limited issue)	Per month	£47	£47
	Per quarter	£123	£123
	Per year (Monday – Friday only)	£350	£350
	Per year (7 days per week)	£450 *	£450 *
CONTRACT CAR PARK RATES			
Barnby Gate	Per quarter	£208	£208
	Per annum	£800	£800
CONTRACT CAR PARK RATES			
The Palace	Per quarter	£208	
	Per annum	£800	£600 (This car park is currently underutilised so it is proposed to reduce the price to attract additional users.)
CONTRACT CAR PARK RATES			
Pelham Street	Per annum	£500	£500
Cashless parking is available at all Newark Car Parks with transaction costs to be paid to the transaction provider by customer.			

- *Where businesses/their employees buy more than 1 season ticket a 10% discount in annual cost will apply
- Where businesses/their employees buy, more than 1 contract car parking permit in any year, a 10% discount in annual cost will apply.
- The Business Manager responsible for car parking and markets shall have the discretion, subject to confirmation by the Section 151 Officer, to negotiate and agree a discounted parking charge for multiple lorry parking by the same haulier.
- Event parking fee at any Council Car or Lorry Park shall be £5

(Charges are not subject to VAT)

DAY	ITEM	2018/19 CHARGE	2019/20 CHARGE
WEDNESDAY	MARKET STALL	£16	£17
	PITCH – PER LINEAR METRE	£5	£6

(The charges below are subject to VAT)

	2018/19 Charge	2019/20 Charge
<u>Theatre Hire:</u>		
<u>With Stage & Dressing Rooms as Equipped</u>		
<u>Full Theatre : 602 Seats</u>		
Per day with one performance – week days Commercial Hire	£1,836 (£1,530 + VAT)	£1,836 (£1,530 + VAT)
Per day with one performance - weekends Commercial Hire	£2,448 (£2,040 + VAT)	£2,448 (£2,040 + VAT)
Per day with two performances - weekdays Commercial Hire	£3,366 (£2,805 + VAT)	£3,366 (£2,805 + VAT)
Per day with two performances - weekends Commercial Hire	£3,978 (£3,315 + VAT)	£3,978 (£3,315 + VAT)
Week Hire: Monday-Saturday	£11,322 (£9,435 + VAT)	£11,322 (£9,435 + VAT)
<u>Non-Profit Making/ Charity/ Local</u> <u>Available all year Monday-Friday + off-peak weekends (at our discretion but excluding autumn)</u> <u>Current Stalls - only hirers to be phased into new pricing structure over two years</u>		
There is also an element of flexibility built into the fees and charges for non-profit making bodies, allowing the Theatre’s discretion to offer a further reduction to community groups at a time when the Theatre may well be dark, but mindful that our costs and a profit must be covered.		
Per day with one performance – week days Non Profit Making/Charity/Voluntary	£1,200 (£1,000 + VAT)	£1,260 (£1,050 + VAT)
Per day with one performance – weekends Non Profit Making/Charity/Voluntary	£1,800 (£1,500 + VAT)	£1,860 (£1,550 + VAT)
Per day with two performances – week days Non Profit Making/Charity/Voluntary	£1,800 (£1,500 + VAT)	£1,920 (£1,600 + VAT)

Per day with two performances – weekends Non Profit Making/Charity/Voluntary	£2,400 (£2,000 + VAT)	£2,520 (£2,100 + VAT)
Conference: Full Theatre (Staffing, technical equipment and catering costs on application)	£2,400 (£2,000 + VAT)	£2,520 (£2,100 + VAT)
<u>Theatre Hire : Supplementary Charges Per Hour</u> <u>(not including staffing)</u>		
Technical/Dress: Commercial Hires	£93.60 (£78.00 + VAT)	£94.20 (£78.50 + VAT)
Non Profit Making/Charity/Voluntary	£79.20 (£66.00 + VAT)	£79.80 (£66.50 + VAT)
General Rehearsals: (No lights) Commercial Hires	£79.20 (£66.00 + VAT)	£79.80 (£66.50 + VAT)
Non Profit Making/Charity/Voluntary	£66.60 (£55.50 + VAT)	£67.20 (£56.00 + VAT)
Get In/Fit Up/ Get Out Commercial Hires	£26.40 (£22.00 + VAT)	£27.00 (£22.50 + VAT)
Non Profit Making/Charity/Voluntary	£22.80 (£19.00 + VAT)	£23.40 (£19.50 + VAT)
<u>Staffing Recharges : per hour</u>		
Technical Manager – week days*	£41.40 (£34.50 + VAT)	£42.00 (£35.00 + VAT)
Technical Manager - weekends**	£47.40 (£39.50 + VAT)	£48.00 (£40.00 + VAT)
Technical Officer – week days*	£31.80 (£26.50 + VAT)	£32.40 (£27.00 + VAT)
Technical Officer - weekends**	£36.60 (£30.50 + VAT)	£37.20 (£31.00 + VAT)
Technical Assistant – week days*	£22.20 (£18.50 + VAT)	£22.80 (£19.00 + VAT)
Technical Assistant - weekends**	£27.00 (£22.50 + VAT)	£27.60 (£23.00 + VAT)

- * Plus 20% on all rates for hours worked between 2330 and 0600 hours
- ** Plus 20% on all rates for hours worked between 2330 and 0600 hours and plus 100% for all Bank Holiday working and 120% on all rates for hours worked on Bank Holidays between 2330 and 0600 hours

<u>Room Hire : Per Hour</u>		
The Workshop (<i>Charge is exempt from VAT</i>) Non-Profit Making/Charity/Community	£15.50	See Room Hire in below 'Miscellaneous Charges'
<u>Room Hire: Commercial : Per Hour</u> Byron Lounge: Meetings per day Byron Lounge: Meetings half day	£30 (£25 + VAT)	See Room Hire in below 'Miscellaneous Charges'
Flexibility to discount package deals on repeat bookings and block bookings or where a room hire is part of a theatre hire deal. Flexibility to offer rooms at a discounted rate to local and community users at times when the rooms would otherwise be unused, but being mindful that costs must be covered.		
<u>Ticket Handling Fee</u>		
Per Ticket – applicable to all professional productions	£1.80 (£1.50 + VAT)	£1.80 (£1.50 + VAT)
Per Ticket – applicable to all amateur productions, dependent on overall ticket price	60p - £1.80 (50p - £1.50 + VAT)	60p - £1.80 (50p - £1.50 + VAT)
<u>Palace Membership Scheme</u> <i>(Charges not subject to VAT)</i>		
Single membership	£11	£11
Couple's membership	£18	£18
Junior membership	£8	£8
Family membership	£30	£30

National Civil War Centre – Newark Museum <i>(Charges are inclusive of VAT, unless otherwise stated)</i>			
Proposed Ticket Types	Notes	2018/19 Charge	2019/20 Charge
Day Tickets			
Adult	Ability to offer promotional discounts and flexible pricing to target specific audiences, promote specific events or encourage and increase local footfall and site awareness	£8	£8
Concession		£7	£7
Children 5-16		£4	£4
Children under 5		Free	Free
Annual Pass – Adult		£15.75	£15.95
Annual Pass - Concession		£13.75	£13.95
Annual Pass – Children		£7.75	£7.95
Groups			
Group Visit (10 or more paying)	Flexibility for further discount to large groups and commercial operators in order to encourage larger and repeat bookings and capture a growth market	10% discount	10% discount
After-hours Evening Guided Visit: Minimum of 15 persons, must be booked <u>at least</u> four weeks in advance	90 min visit between the hours of 5pm and 9pm.	£15/head £2 discount for all partner organisations (EH, Art Fund, etc.)	£15/head £2 discount for all partner organisations (EH, Art Fund, etc.)
Object Handling Session (on top of day group rate) This is for groups who are looking for a hands-on experience.		£5/head, min 10, max per session 20	£5/head, min 10, max per session 20
Volunteer-led Town/Civil War Tour		£5, £3 child (£3, £1 child if purchased with NCWC entry)	£5, £3 child (£3, £1 child if purchased with NCWC entry)
Commercial: Town Tour	All to NSDC	£6/head	£6/head
Commercial: Castle Tour	£4 to go to the castle, £2 to NCWC	£6/head	£6/head

	of client meetings, is extensive/labour intensive or involves additional staffing.	<i>Learning and Participation plans, then it will be discussed.</i>	
		Event Rate: £42 - £60/hr (£35 - £50 + VAT)	Event Rate: £44.40 - £62.40/ph (£37 - £52 + VAT)
Workshop <i>(Charges are not subject to VAT)</i>	Charge based on self-serviced hire. The price will increase by 20% to cover VAT applicable to hire where services are required.	£15.50 - £25	£15.50 - £25
Tudor Hall	New proposed structure to ensure ability to remain competitive and create a bespoke hire dependent on the client's needs, whether booking is inside or outside of normal operating hours, and whether the pre-meeting set up, including number of client meetings, is extensive/labour intensive or involves additional staffing		
Hourly rate		£102 , max 4 hr hire (£85 + VAT)	£102 , max 3 hr hire (£85 + VAT)
Day rate for meetings		£474 (£395 + VAT)	£474 (£395 + VAT)
Event rate		£954 - £1,440 (£795 – £1200 + VAT)	£954 - £1,560 (£795 - £1,300 + VAT)
Hire a costumed performer	.	£100 /evening	£105 /evening

Hire Location	Additional Information	2018/19 Charge	2019/20 Charge
In Hours – Guided tours	Occupancy : Max. 25 people	£6/head , minimum 15, max 25	£6/head , minimum 15, max 25
Workshops	To be paid in advance when booking	Price by request	Price by request
Photocopying		£1 A4 £1.50 A3	£1 A4 £1.50 A3
Scan Orders	This price includes VAT. Postage is extra.	£5.50 £6.50 £9.00	£5.50 £6.50 £9.00
Microfiche Copies		£5.00 plus £2.00 admin(very rarely requested)	£5.00 plus £2.00 admin(very rarely requested)
Own Camera	It is possible for researchers to use their own camera to take photos of documents and objects. Copyright limitations apply.	£5.00 – reflects time processing charges	£5.00 – reflects time processing charges
Digital reprographics (on plain paper, glossy photo paper, CD or by e mail attachment – please specify	Museum staff can take photos of documents or objects for visitors. Please note this service may not be available same day – orders will be processed ASAP. Copyright limitations apply.	£10.00 – reflects time processing charges	£10.00 – reflects time processing charges

Publication			
Commercial Organisations (Newspapers, Journals, magazines, TV, etc.)	There will be no charge for visitors taking photographs on the museum premises, so long as the images produced are for their own personal use and not intended for publication. Cost per image is based on <u>one</u> use only. Two uses will attract two charges per image. Three uses will attract three charges per image. For example, one use is display, two uses is display and publication (book), three uses is display, publication (book) and leaflet.	£100.00 - per image	£100.00 - per image
Local Authority/Vol./Charitable Organisations		£20.00 - per image	£20.00 - per image
Corporate Products (annual reports, TV)		£100.00 - per image	£100.00 - per image
Commercial products (cards, calendars, jigsaws etc.)		£150.00 - per image	£150.00 - per image
Long Term Archaeological Storage at Museum Resource Centre	Cost is based on English Heritage Calculations. One off fees.	£160 per box	£160 per box

Other Income (Charges are inclusive of VAT)	Additional Information	2018/19	2019/20
Loans Box Fines	Late return of boxes	£16	£16
Out of District Schools Travel Expenses	Flat fee	Price by request – We will consider outreach for schools on a case by case basis and price accordingly.	Price by request – We will consider outreach for schools on a case by case basis and price accordingly.
Discovery box – Cost per hire	Loan period is 2 weeks – fines for late returns	£15 per box for two weeks	£20 per box for two weeks
Education programme at			

NCWC			
KS1 – KS3 students one facilitated activity, one self-led activity	To be paid on day of visit by cash/cheque/card or by invoice	£4 per head – Half day (2 – 2.5 hr) visit	£4.50 per head – Half day (2 – 2.5 hr) visit
One facilitated activity, two self-led activities.	Option to build bespoke package on request, price according to resource allocation and timescales.	£6.50 per head – Full day visit	£7 per head – Full day visit
Two facilitated activities, one self-led activity		£6.50 per head – Full day visit	
KS 5, FE and HE	KS 5, HE and FE students to reflect bespoke nature of events and level of expertise required.	£6.00 per head for half day visit	£6.00 per head for half day visit
		£7.00 per head for full day visit	£8 per head full day visit

(Charges are inclusive of VAT where applicable)

Type of Search	Relevant Act or Order	2018/19 Charge	2019/20 Charge
LLC1 (Note: cannot charge VAT on this search)	Local Land Charges Act 1975	£26	£26
Con29 Residential	Local Land Charges Act 1975	£90 The above figure includes Charge from Via East Midlands of £26 plus VAT	£90 Please note, previous charge from Via East Midlands is now split into 2 parts as follows: <ul style="list-style-type: none"> • Via East Midlands: £16.45 plus VAT; and • Notts County Council Rights of Way: £10.00 plus VAT <p>Note: the proposed fee does not include any possible increase from Via or NCC for 2019/20, therefore the proposed fee may change upon receipt of confirmation and will be amended accordingly.</p>
Con29 Commercial	Local Land Charges Act 1975	£122 The above figure includes Charge from Via East Midlands of £26 plus VAT	£122 Please note, previous charge from Via East Midlands is now split into 2 parts as follows: <ul style="list-style-type: none"> • Via East Midlands: £16.45 plus VAT; and • Notts County Council Rights of Way: £10.00 plus VAT <p>Note: the proposed fee does not include any possible increase from Via or NCC for 2019/20, therefore the proposed</p>

			fee may change upon receipt of confirmation and will be amended accordingly.
Optional Question Q22.1(common land/commons green) & 22.2 (obtaining register and inspecting it)	Local Land Charges Act 1975	£43	£43 The above figure includes Charge from Nottinghamshire County Council of £30 plus VAT The above figure includes Charge from Nottinghamshire County Council of £30 plus VAT Note: the proposed fee does not include any possible increase from Via or NCC for 2019/20, therefore the proposed fee may change upon receipt of confirmation and will be amended accordingly.
Optional Questions Remainder NSDC only deal with questions which relate to us. All other questions are answered by NSDC	Local Land Charges Act 1975	£13	£13
Written Enquiries	Local Land Charges Act 1975	£22	£22
Additional Parcels LLC1 (Note: cannot charge VAT on this search)	Local Land Charges Act 1975	£6.50	£6.50
Additional Parcels CON29	Local Land Charges Act 1975	£12	£12
Personal Search	Local Land Charges Act 1975	NIL	NIL
Light Obstruction Notice – Registration Fee for putting on local land charge	Rights of Light Act 1959	£85.50	£85.50
Expedited Search – Quick return search (3 day turnaround) Can add VAT for Con 29 element	Local Land Charges Act 1975	£21.50	£21.50

CON29 Individual requests	Residential 2018/19 Charge	Commercial 2018/19 Charge	Residential 2019/20 Charge	Commercial 2019/20 Charge
1.1 a-i	£18.00	£30.00	£18.00	£30.00
1.1 j-l	£12.50	£20.00	£12.50	£20.00
1.2	£8.50	£8.50	£8.50	£8.50
3.1	£2.00	£2.70	£2.00	£2.70
3.3	£3.60	£5.60	£3.60	£5.60
3.7	£3.60	£5.60	£3.60	£5.60
3.8	£2.00	£2.70	£2.00	£2.70
3.9	£2.00	£2.70	£2.00	£2.70
3.10	£10.50	£10.50	£10.50	£10.50
3.11	£2.00	£2.70	£2.00	£2.70
3.12	£5.50	£8.00	£5.50	£8.00
3.13	£3.60	£5.60	£3.60	£5.60
3.14	£3.60	£5.60	£3.60	£5.60
3.15	£6.50	£6.50	£6.50	£6.50

(Charges are inclusive of VAT where applicable)

Facility	Purpose		2018/19 Charge	2019/20 Charge	
Parks & Playing Fields	Football Season (13 matches or more)	Seniors	£500	£500	
		Juniors	£280	£280	
		Mini Soccer	£150	£150	
	Football Pitch (per match)	Seniors	£49	£49	
		Juniors	£30	£30	
		Mini Soccer	£18	£20	
	Hire of Park – commercial use		£500 per day or 5% of ticket sales	£550 per day	
	Hire of Park – charities		£100 but waived at the discretion of CMT	£100 but waived at the discretion of CMT	
	Circuses		£360 per day	£370 per day	
	Fun Fairs	Large Fair		£350 per day	£360 per day
		Small Fair		£265 per day	£275 per day
Sponsorship	Bedding Displays		£750pa	£775pa	
Outdoor Fitness Camps			£6.50 per session	£6.70 per session	
Newark Castle & Gardens	Guided Tours	Adult	£5.50	£6.00	
		Child	£2.75	£3.00	
		Family	£13.50	£16.00	
		Ghost Tour commercial hire	£420 per event	£435 per event	
	Hire of Gardens – charity		£100 but waived at the discretion of CMT	£100 but waived at the discretion of CMT	
	Hire of Gardens – commercial		£500 per day or 5% of ticket sales	£550 per day	
	Hire of Gardens for weddings	Bandstand	£370	£400	
		Undercroft	£370	£400	
	Education programme	Half day visit	£3.00 per head	£3.25 per head	
		Full day visit	£4.25 per head	£4.50 per head	
	Use of Castle for commercial photography/filming		£30 per hour	£30 per hour	
Use of Castle Gardens for wedding photographs – professional photographers only		£20 flat fee	£20 flat fee		

Lincoln Road Pavilion	Hire of Pavilion		£9.50 per hour	£9.80 per hour
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STREET NAMING & NUMBERING CHARGES

APPENDIX K

The following fee schedule is relevant to developers, and people requesting the following, to cover amendments to approve street naming schemes and the notification of changes for:

- Amendments to any approved naming schemes that have to be altered due to the developer making amendments. The charge is issued to developers and is applied for alterations received **after** the approved scheme has been issued;
- House owners that wish to name, or alter the name, of their house; and
- Renaming and/or renumbering of an existing street

Proposed Fee Schedule:

(Charges are not subject to VAT)

Service	2018/19 Charge	2019/20 Charge
Adding or amending a name or re-numbering an existing individual property, including notification to external organisations	£26.50	£26.50
Amendment to approved/existing naming and numbering scheme due to change in plot numbers, or plot positions, including notification	£79.00 admin fee plus £26.50 per plot* requiring renumbering/naming	£79.00 admin fee plus £26.50 per plot* requiring renumbering/naming
Amendment to approved naming and numbering scheme due to change in approved street name (after consultation)	£79.00 admin fee plus £26.50 per property for up to 10 properties £10.50 for every additional property thereafter	£79.00 admin fee plus £26.50 per property for up to 10 properties £10.50 for every additional property thereafter
Rename or numbering of street where requested by Parish Council and/or residents including notification	£79.00 admin fee plus £26.50 per property for up to 10 properties affected by change £10.50 for every additional property thereafter affected by change	£79.00 admin fee plus £26.50 per property for up to 10 properties affected by change £10.50 for every additional property thereafter affected by change

*Includes naming of a building and all affected properties (e.g. block of flats)

Terms and Conditions:

- 1. All requests must be completed on the appropriate form which is available on our website or from Customer Services.*
- 2. All fees must be paid prior to notification being sent.*
- 3. Should the requestor only wish to be issued with new street names and numbers, this service is provided free of charge.*
- 4. Postal codes remain the responsibility of Royal Mail.*
- 5. Newark and Sherwood District Council can only issue street naming and numbering schemes contained within the district boundary.*
- 6. All street naming and numbering schemes will be issued in accordance with Newark and Sherwood District Councils street naming and numbering policy.*
- 7. Any queries or complaints should be directed through the corporate compliments, comments and complaints procedure.*

(Charges are inclusive of VAT where applicable)

Relevant Act or Order*		Duration	2018/19 Charge	2019/20 Charge
1. Hypnotism – Grant	Ref 001	Occasional for specific dates	£70	£70
2. Sex Establishment – Grant/Renewal	Ref 002	Up to 1 year	£3,540	£3,540
3. Vehicle Licences -	Ref 003			
(a) Hackney Carriage		Annual	£220	£225
(b) Private Hire Vehicle	Ref 003	Annual	£170	£175
(c) Ambulance Vehicles	Ref 003	Annual	£100	£105
(d) Hackney Carriage/Private Hire Drivers	Ref 003	3 years or lesser depending on circumstances	£125 renewal £190 new applicants	£135 renewal £200 new applicants
(e) Hackney Carriage/Private Hire Drivers Licence (persons over 65 years)	Ref 003	Per Year	£50	£50
(f) Ambulance Drivers	Ref 003	3 years or lesser depending on circumstances	£100 renewal £80 new applicants	£105 renewal £85 new applicants
(g) Ambulance Drivers over 65	Ref 003	Annual	£35	£35
(h) Private Hire Operators	Ref 003			
(i) Basic		5 years*	£315	£325
(ii) plus per vehicle			£30	£30
(i) Ambulance Operators	Ref 003			

(i) Basic		5 years*	£300	£310
(ii) plus per vehicle Plates			£20	£20
(j) Knowledge Test	Ref 003	One-off	£40	£40
(k) Drivers Test	Ref 003	One-off	£40	£40
(l) Replacement Badge	Ref 003	One-off	£20	£25
(m) Replacement Plate	Ref 003		£40	£45
(n) Transfer of Plate (No replacement plate to be issued)	Ref 003	One-off	£45	£45
(o) Temporary Plate/Transfer of Plate (including Plates and magnetic roundals)	Ref 003	One-off	£85	£85
(p) Temporary Plate/Transfer of Plate (including Plates and stick on roundals)	Ref 003	One-off	£75	£75
(q) Temporary & Permanent Magnetic Roundels	Ref 003	One-off	£15	£15
(r) Additional stick on Roundels	Ref 003	One-off	£10	£10

Fees have been generally increased by approximately 2%. Some fees are unchanged to better reflect the actual costs

***a new 5 year duration licence has been introduced.**

GAMBLING ACT 2005 – DISCRETIONARY FEES**APPENDIX M**

These fees are set at the discretion of the local Authority within a framework on minimum and maximums set in statutory regulations

A full review of these fees has been undertaken and bench marked against other authorities. A range of increases are proposed.

(Charges are inclusive of VAT where applicable)

		2018/19 Charge	2019/20 Charge
BINGO	New application	£943	£1,200
	Application for reinstatement of licence	£500	£800
	Application for provisional statement	£943	£1,200
	Application to convert provisional statement	£600	£650
	Application to Vary licence	£800	£1,000
	Application to transfer licence	£33	£120
	Notification of Change	£50	£50
	Copy of Licence	£16	£30
	Annual Fee	£475	£500
ADULT GAMING CENTRE	New application	£943	£950
	Application for reinstatement of licence	£500	£500
	Application for provisional statement	£943	£1,200
	Application to convert provisional statement	£600	£650
	Application to Vary licence	£800	£800
	Application to transfer licence	£33	£100
	Notification of Change	£50	£50
	Copy of Licence	£16	£30
	Annual Fee	£475	£500
FAMILY ENTERTAINMENT CENTRE	New application	£943	£950
	Application for reinstatement of licence	£500	£500
	Application for provisional statement	£943	£1,200
	Application to convert provisional statement	£600	£650
	Application to Vary licence	£800	£800
	Application to transfer licence	£33	£80
	Notification of Change	£50	£50

	Copy of Licence	£16	£30
	Annual Fee	£475	£500
BETTING PREMISES (excl. tracks)	New application	£943	£1,000
	Application for reinstatement of licence	£500	£800
	Application for provisional statement	£943	£1,200
	Application to convert provisional statement	£600	£650
	Application to Vary licence	£1,000	£1,000
	Application to transfer licence	£33	£120
	Notification of Change	£50	£50
	Copy of Licence	£16	£30
	Annual Fee	£475	£500
	BETTING ON TRACK	New application	£943
Application for reinstatement of licence		£500	£800
Application for provisional statement		£943	£1,200
Application to convert provisional statement		£600	£650
Application to Vary licence		£1,000	£1,000
Application to transfer licence		£33	£120
Notification of Change		£50	£50
Copy of Licence		£16	£30
Annual Fee		£475	£500

GAMBLING ACT 2005 FEES SET BY STATUTE**APPENDIX N***(Charges are inclusive of VAT where applicable)*

Permit		2018/19 Charge	2019/20 Charge
Family Entertainment Centre	Transitional	£100	£100
	New	£300	£300
	Renewal	£300	£300
	Change of Name	£25	£25
	Copy Permit	£15	£15
Prize Gaming Permits	Transitional	£100	£100
	New	£300	£300
	Renewal	£300	£300
	Change of Name	£25	£25
	Copy Permit	£15	£15
Gaming Machines in Alcohol Licensed Premises	Notification of up to 2 machines	£50	£50
	Gaming machine permit for more than 2 –existing operator	£100	£100
	Gaming machine permit for more than 2 – new operator	£150	£150
	Variation (number of category)	£100	£100
	Transfer	£25	£25
	Annual fee	£50	£50
	Change of name	£25	£25
	Copy of permit	£15	£15
Club Gaming and Club Machine Permits	Existing Operators (transition)	£100	£100
	New Application	£200	£200
	Renewal	£200	£200
	Variation	£100	£100
	Annual Fee	£50	£50
	Copy of Permit	£15	£15
Temporary use notice		£100	£100
Small society Lottery	Exempt Lotteries – Registration Fee	£40	£40

	Exempt Lotteries – Annual Fee	£20	£20
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(Charges below are not subject to VAT)

Type of licence	Comments	2018/19 Charge	2019/20 Charge
Premises licence - Application	The fee payable depends on the rateable value of the premises which are prescribed / set nationally.	Variable	Variable
Premises Licence – Annual Fee	The fee payable depends on the rateable value of the premises which are prescribed / set nationally.	Variable	Variable
Premises Licence –additional fee for large events	The fee payable depends on the rateable value of the premises which are prescribed / set nationally.	Variable	Variable
Premises Licence – Full Variation	The fee payable depends on the rateable value of the premises which are prescribed / set nationally.	Variable	Variable
Premises Licence – Minor Variation		£89	£89
Personal Licence		£37	£37
Temporary event Notice		£21	£21

There are currently no proposals by the Government to increase these fees in 2019/20

ADVERTISING RATES FOR VOICE MAGAZINE**APPENDIX P****(Charges are inclusive of VAT)**

Size	2018/19 Charge	2019/20 Charge
Full page (210mm wide x 295mm deep)	£1,335.60	£1,335.60
½ page (210mm wide x 147.5mm deep)	£801.60	£801.60
¼ page	£466.80	£466.80
Back (Full page dimensions)	£1,639.20	£1,639.20

ENVIRONMENTAL HEALTH FEES AND CHARGES

APPENDIX Q

(Charges are inclusive of VAT where applicable)

Type of licence	Relevant act or order*	Notes	Duration	2018/19 Charge	2019/20 Charge
1. Animal Boarding Establishments	Ref 004	The fees have been calculated on a full cost recovery basis	Annual		
Initial				£165	£200
Renewal				£120 + vet fees	£200
2. Home Boarding	Ref 004	The fees has been amended to now charge for each application at the full price when related to a franchise	Annual	£95	£155
Renewal				There is an additional charge of £65 per host family when part of a franchise	£155
Dog Day Care		Domestic House based	Annual	£95	£155
		Compliance & Inspection Fee			£46
Renewal				£150	£187
3. Dangerous Wild Animals	Ref 005	The fees have been calculated on a full cost recovery basis	Annual	£140 + vet fees	£200 + vet fees
4. Dog Breeding	Ref 006	The fees have been calculated on a full cost recovery basis	Annual		
Initial				£165 + vet fees	£176
Renewal				£105 + vet fees	£176
		Compliance & Inspection Fee			£70
5. Riding Establishments	Ref 007	The fees have been calculated on a full cost recovery basis	Annual		
Initial				£165 + vet fees	£200
Renewal				£130 + vet fees	£200
		Compliance & Inspection Fee			£92

6. Ear-Piercing, Tattooing, Acupuncture, Electrolysis, Skin piercing and semi- permanent tattooing	Ref 002	The fees have been calculated on a full cost recovery basis	Annual		
Person				£120	£120
Premises		Where the premises already hold a licence the charge is £120 per additional treatment		£115	£115
7. Massage & Special Treatment	Ref 008	The fees have been calculated on a full cost recovery basis	Annual		
Initial				£170	£175
Renewal				£145	£150
No massage (just sunbeds)				£165	£170
Renewal				£120	£125
8. Lasers:	Ref 008	The fees have been calculated on a full cost recovery basis	Annual		
New				£490	£500
Renewal				£175	£180
Transfer				£225	£230
9. Zoos	Ref 009	The fees have been calculated on a full cost recovery basis	First licence valid for 4 years Renewal valid for 6 years		
Initial Inspection				£520	£520
Renewal				£380	£380
Periodic 3 year inspection				£380	£380
Transfer				£170	£170
10. Pet Shops Pet Animals Act 1951	Ref 010	The fees have been calculated on a full cost recovery basis	Annual		
New				£165	£176
Renewal				£120	£176
		Compliance & Inspection Fee			£70
11. Re-rating of Animal licence establishment	Ref 010	New Fee	Annual		£168
12. Transfer of Animal licence	Ref 010	New Fee	Annual		£168

establishment					
13. Variation of Animal licence establishment	Ref 010	New Fee	Annual		£67
14. High Hedges 1 st stage 2 nd stage	Ref 011	The fees have been calculated on a full cost recovery basis. Prices include VAT	One Off	£216 £384	£228 £396
15. Licence Application for House in Multiple Occupation Single application Multiple applications at same time Variation of licence	Ref 012	The fees have been calculated on a full cost recovery basis	One off	£520 £440 £160	£700 £550 £200
16. Scrap Metal Dealer Site Licence Collectors Licence	Ref 013	The fees have been calculated on a full cost recovery basis	Three years	£375 £150	£375 £150
14. Mobile Homes Act 2014 Application fee Plus, per additional unit Annual Fee Transfer/amendment of licence Depositing Site rules	Ref 014	To reflect the variation in the cost of processing the application depending on the size of the site. Depends on total number of pitches		£355 £8.60 £8.10 per pitch. £160 £135	£355 £8.60 £8.10 per pitch. £165 £140

1-8	The authority has the discretion to charge a reasonable fee. The increase is approximately 3%
9	Fee now split to differentiate between Council Element and DEFRA element. The authority has the discretion to charge a reasonable fee. No increase proposed for 2019/20
10-14	The authority has the discretion to charge a reasonable fee. Most fees have remained the same , with the exception of the HMO's (12) which are now in line with other local authority charges

CERTIFICATES, AUTHORISATION AND REGISTER COPIES

TYPE	Notes	2018/19 Charge	2019/20 Charge
Health & Purity Certificate		£35	£35
Foot & Mouth Health Certificate		£150	£200
Condemnation Certificate		£200	£250
Environmental Site Reports	Prices include VAT		
Home Buyer Version		£102	£102
Detailed version		£252	£252
Housing immigration check		£100	£100

PRIVATE WATER SUPPLIES

Activity	Notes	NSDC charge 2018-19	Proposed charge 2019-2020
Risk Assessment	Guidance on fees is provided by the Drinking Water Inspectorate	Hourly rate x time spent	Hourly rate x time spent
Sampling		£50	£50
Investigation		Hourly rate + analysis costs	Hourly rate + analysis costs
Authorisation		Hourly rate x time spent	Hourly rate x time spent
Domestic Supplies (Reg 10)		£25	£25
Check Monitoring (Commercial supplies)		£50 plus analysis costs	£50 plus analysis costs
Audit Monitoring (Commercial supplies)		£50 plus analysis costs	£50 plus analysis costs

***Relevant act/ Order References**

Ref 001 - Hypnotism Act 1952

Ref 002 - Local Government (Miscellaneous Provisions) Act 1982

Ref 003 - Local Government (Miscellaneous Provisions) Act 1976

Ref 004 - Animal Boarding Establishments Act 1963

Ref 005 - Dangerous Wild Animals 1976

Ref 006 - Dog Breeding and Sale of Dogs (Welfare) Act 1999

Ref 007 - Riding Establishments Acts 1964 and amended 1970

Ref 008 - Nottinghamshire County Council Act 1985

Ref 009 - Zoos Licensing Act 1981

Ref 010 - Pet Animal Act 1951

Ref 011 - Anti Social Behaviour Act 2003

Ref 012 - Housing Act 2004

Ref 013 - Scrap Metal dealers Act 2013

DOG WARDEN**APPENDIX R**

(Prices are not subject to VAT)

STRAY DOGS:	Duration	2018/19 Charge	2019/20 Charge
This includes Government fee, Local Authority charge, and kennelling costs. Initial seizing and handling charge of £75 + £8 per day food, water and kennel costs.	1 Day	£83	£83
	2 Days	£91	£91
	3 Days	£99	£99
	4 days	£107	£107
	5 Days	£115	£115
	6 Days	£123	£123
	7 Days	£131	£131

NOTE: No increase is proposed. Owners need to be encouraged to reclaim their dogs. Benchmarking with neighbouring authorities shows that these figures are slightly above average.

TRADE WASTE CONTRACT CHARGES**APPENDIX S**

A 10% DISCOUNT IS GIVEN FOR EACH ADDITIONAL BIN PER SITE PER COLLECTION

Prices include VAT where applicable

Trade Waste, Recycling and Garden Bins				
We have set figures for these services and have used a disposal cost estimate provided by Nottinghamshire County Council (disposal authority). They have informed us that it is a best guess and actual figures will not be available until the new year. Therefore it should be noted that the final figure could change.				
REFUSE				
Bin Size	2018/19	2018/19	2019/20	2019/20
	Collection Charge	Disposal Charge	Collection Charge	Disposal Charge
140L	£2.15	£1.39	£2.15	£1.41
240L	£2.65	£2.39	£2.65	£2.41
360L	£3.25	£3.58	£3.25	£3.61
660L	£4.75	£6.57	£4.75	£6.63
1100L	£7.00	£10.95	£7.00	£11.04
Pre-Paid Sacks	£1.70	£0.60	£1.70	£0.60
Clinical	£2.10	£6.20	£2.10	£6.39
RECYCLING				
Bin Size	2018/19	2018/19	2019/20	2019/20
	Collection Charge	Disposal Charge	Collection Charge	Disposal Charge
140L	£2.15	£0.33	£2.15	£0.33
240L	£2.65	£0.56	£2.65	£0.56
360L	£3.25	£0.84	£3.25	£0.84
660L	£4.75	£1.54	£4.75	£1.54
1100L	£6.95	£2.57	£6.95	£2.57
Pre-Paid Sacks	£1.70	N/A	£1.70	N/A
Clinical	£2.10	N/A	£2.10	N/A
Trade Waste contract charges				
		2018/19 Charge	2019/20 Charge	
	Alteration Fee	£36	£36	
	Lockable Bin	£36	£36	
	Access Fee (Maximum)	5 – 10% of total cost dependant on site	5 – 10% of total cost dependant on site	
Domestic Garden Bins				
		2018/19 Charge	2019/20 Charge	
	Price per bin	£35	£35	
Cost of bin for new properties				
	Bin Size	2018/19 Charge	2019/20 Charge	
	140L	£32	£32	
	240L	£32	£32	

	360L	£48	£48
	660L	£258	£258
	1100L	£284	£284
Developers delivery charge (per load)		£60	£60
Bulky Waste Charges			
Bulky Waste Charges		2018/19 Charge	2019/20 Charge
Domestic Bulky Waste			
	First Item	£14	£14
	Subsequent item	£8	£8
Electrical Items			
	First Item	£14	£14
	Subsequent item	£14	£8
Large Items which are not covered by the above charges		£62 per hour	£62 per hour
Commercial Fridges			
Commercial Fridges		2018/19 Charge	2019-20 Charge
	Per Unit	£88	£88
	Collection and Transport	£110	£110
Cleansing Services Hours			
Cleansing Services Hours		2018-19 Charge	2019-20 Charge
	1hour	£62	£62
	1.5 hours	£93	£93
	2 hours	£124	£124
	3 hours	£186	£186
	4 hours	£248	£248
	5 hours	£310	£310
Emptying bins (cost per empty of bin)			
Emptying bins (cost per empty of bin)		2018-19 Charge	2019-20 Charge
	Litter bins	£0.65	£0.75
	Dog Bins	£1.90	£1.90

NOTE: The Business Manager has an element of flexibility to adjust the fees and charges to respond to customer and market demands. This is at the discretion of the Business Manager, who will be mindful that costs must be covered.

PUBLIC CONVENIENCE CHARGES

APPENDIX T

Public Convenience	2018/2019 Charge	2019/20 Charge
Gilstrap Centre	20p	20p

CIVIC SUITE HIRE CHARGES**APPENDIX U***(Prices are inclusive of VAT)*

No Webcasting				
Room	Seating Capacity	Duration	2018/19 Charges	2019/20 Charges
Meeting Room	6 or less	Full Day 9am – 5pm	£54	£55.20
		Half Day 4hrs	£30	£31.20
		Hourly charge	£12	£12
Meeting Room	7 to 10	Full Day 9am – 5pm	£72	£73.20
		Half Day 4hrs	£48	£49.20
		Hourly charge	£18	£19.20
Meeting Room	11 to 20	Full Day 9am – 5pm	£120	£122.40
		Half Day 4hrs	£72	£73.20
		Hourly charge	£30	£31.20
Civic Suite	Max capacity theatre style revised to 200	Full Day 9am – 5pm	£360	£372
		Half Day 4hrs	£216	£228
		Hourly charge	£84	£86.40

Including Webcasting				
Room	Seating Capacity	Duration	2018/19 Charges	2019/20 Charges
Meeting Room	6 or less	Full Day 9am – 5pm	£55.20	£58.80
		Half Day 4hrs	£33.60	£34.80
		Hourly charge	£13.20	£14.40
Meeting Room	7 to 10	Full Day 9am – 5pm	£79.20	£81.60
		Half Day 4hrs	£52.80	£54
		Hourly charge	£81.60	£21.60

Meeting Room	11 to 20	Full Day 9am – 5pm	£132	£135.60
		Half Day 4hrs	£79.20	£81.60
		Hourly charge	£33.60	£34.80
Civic Suite	Max capacity theatre style revised to 200	Full Day 9am – 5pm	£369.60	£378
		Half Day 4hrs	£224.40	£231.60
		Hourly charge	£87.60	£90

Newark Beacon**APPENDIX V***(Prices are inclusive of VAT)*

Room	Seating Capacity	Duration	2018/19 Charges	2019/20 Charges
Cafferata Suite	Max capacity 70 (theatre style)	Full Day	£252	£258
		Half Day	£156	£159.60
		Hourly rate	£42	£43.20
Trent Suite	Max Capacity 10	Full Day	£84	£86.40
		Half Day	£66	£67.20
		Hourly rate	£18	£19.20

Discounts may be applied to approved charitable organisations or where a package of bookings are made together at the discretion of the Corporate Management Team, with final approval by the Section 151 Officer

NON PAYMENT OF COUNCIL TAX/NNDR - POLICY AND FINANCE COMMITTEE APPENDIX W

Council Tax	2018/19 Charge	2019/20 Charge
Summons	£80	£80
Liability Order	With summons	With summons

NNDR	2018/19 Charge	2019/20 Charge
Summons	£100	£100
Liability Order	With summons	With summons

The level of costs to have to be justified to the court and there is case law against raising to a level that is deemed excessive.

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

CAPITAL PROGRAMME 2019/20 TO 2022/23

1.0 Purpose of Report

1.1 In accordance with Financial Regulation 6.2.3, Policy & Finance Committee is required to consider the Capital Programme and recommend to Council the final Programme. This report details the available resources, the Council's existing committed programme and the priority schemes identified.

2.0 Capital Expenditure and Financing

2.1 The current plan for Capital Expenditure and the financing of the capital programme is shown below, a full scheme by scheme breakdown is attached at **Appendix A** for General Fund and **Appendix B** for the Housing Revenue Account.

	2019/20	2020/21	2021/22	2022/23	Total
COMMITTED SCHEMES EXPENDITURE	£'000	£'000	£'000	£'000	£'000
Total General Fund Capital Expenditure	15,048	11,908	4,368	1,998	33,322
CAPITAL EXPENDITURE FINANCING					
Borrowing Approval	1,897	3,546	1,275	1,399	8,117
Government Grants	3,806	3,433	3,047	599	10,886
Contributions from Third Parties	0	3,750	0	0	3,750
Capital Receipts	1,416	429	46	0	1,891
Capital Reserve	999	0	0	0	999
Revenue Contributions to Capital Outlay (RCCO)	6,930	750	0	0	7,680
Total Resources Available	15,048	11,908	4,368	1,998	33,322

	2019/20	2020/21	2021/22	2022/23	Total
COMMITTED SCHEMES EXPENDITURE	£'000	£'000	£'000	£'000	£'000
Total HRA Capital Expenditure	16,439	18,607	14,661	8,261	57,969
CAPITAL EXPENDITURE FINANCING					
Borrowing Approval	3,000	7,250	6,500	4,500	21,250
Government Grants	1,560	520	0	0	2,080
Capital Receipts	4,371	1,520	1,563	1,424	8,878
Housing Services Revenue Support (MRR)	7,507	9,317	6,598	2,337	25,761
Total Resources Available	16,438	18,607	14,661	8,261	57,969

2.2 Once the capital expenditure has been incurred, the financing of the Capital Programme as a whole is arranged by the Section 151 Officer, in line with the Council's Constitution.

- 2.3 All bids for new capital projects are allocated scores in accordance with the Capital Prioritisation Process (details of which are provided in the Capital Strategy 2019/20 to 2022/23).
- 2.4 The process is designed to demonstrate a level of objectivity in the selection of projects. It is numerically based, and allocates points to projects dependent on the categories into which they fall. The aim is to demonstrate how the Council selects projects that will achieve its overall objectives and is not biased towards particular service interests.

3.0 Capital Expenditure – General Fund

- 3.1 As per section 2.1, the Council intends to spend £33.3m in general fund capital expenditure from 2019/20 to 2022/23.
- 3.2 The major schemes making up this total are the addition of a Modular Pool at the Dukeries Leisure Centre, Southwell Leisure Centre Improvements, the rolling replacement programme for Vehicles, Plant, Equipment and Technology, the Southern Link Road contribution, Disabled Facilities Grants and investment in Arkwood Developments Ltd.
- 3.3 The investment in Arkwood Developments Ltd was reported to the Committee on 25 January 2018, following that meeting, an earmarked reserve was created in the Statement of Accounts 2017/18 and a corresponding budget has been added to the Capital Programme. This budget will be reviewed following the formulation of a business case if required.
- 3.4 It should also be noted that in addition to the above schemes, the Castle Gatehouse project and the Homeless Hostel have been included in the Capital Programme in future years and more detailed reports will be brought to future meetings of the Committee.

4.0 Capital Expenditure - Housing Revenue Account (HRA)

- 4.1 As per section 2.1, the Council intends to spend £57.9m on the HRA from 2019/20 to 2022/23. This made up of £20.9m on existing property investment and £37m on Affordable Housing.
- 4.2 The Management Agreement is the overarching legal agreement between the Council and Newark and Sherwood Homes (NSH) and one of its annual requirements is that the Company will submit to the Council its written proposals for the next year's arrangements for a number of operational and strategic activities including, an Asset Management Programme.
- 4.3 The annual Asset Management Programme is informed by the HRA Asset Management Strategy, developed by the Company and reviewed as part the annual reporting arrangements. Following the successful completion of the decent homes programme, there is an ongoing requirement to continue investment in Council properties. Details of the proposed investment can be found at **Appendix B**.

- 4.4 Newark and Sherwood Homes have been commissioned by the Council to deliver an initial 5 year HRA new build programme of indicatively 335 new units over the period. Phase 1 of the programme started in August 2017 with the final 5 units reaching practical completion in January 2019. Initial modelling was based on an estimated figure of £100,000 per unit. Actual costs per unit were closer to £133,000 per unit. The additional costs for this phase were covered by the successful grant submission to Homes England.
- 4.5 Phase 2 is progressing and the first cluster in Coddington has started on site during January 2019. Planning applications for two sites are still to be determined. A grant application has been submitted to Homes England in relation to phase 2 sites with planning approval, with the possibility of a further claim subject to the outcome of the two pending Planning applications. The results of which are not yet known, therefore no assumptions for grant have been made for phase 2 onwards in the Capital programme 2019/20 – 2022/23.
- 4.6 Ollerton & Boughton Extra Care scheme is progressing and the grant application was successful for this scheme. Details of the full development programme are available at **Appendix B**.
- 4.7 NSH will receive income for managing the HRA element of the Council's Capital Programme. The fee payable for the delivery of the Asset Management Programme is 8% of contract costs. With regards to the new development programme, fees have been agreed at a variable rate. The base being £2,160 per unit with variable add-ons.

5.0 Resources Available

- 5.1 Any capital schemes that are subject to funding by external parties are subject to a detailed bidding process. If successful, these can provide additional funding for the capital programme.
- 5.2 The most significant grants currently expected over the medium term are from the Better Care Fund (BCF) for Disabled Facilities Grants (DFG's), Homes England (HE) for Ollerton & Boughton Extra Care Scheme, and Section 106 (S106) monies. In addition to this, grants held from previous years for specific purposes are due to be utilised i.e. Local Enterprise Partnership (LEP) Grant that has been received in relation to the Southern Link Road.
- 5.3 Capital Receipts

	General Fund £'000	HRA £'000	1-4-1 £'000	Total £'000
Balance @ 1 Apr 19	1,734	1,340	1,373	4,447
Estimated Receipts 2019/20 – 2022/23	350	3,364	3,151	6,865
Approved for Financing 2019/20 – 2022/23	-1,891	-4,704	-4,524	-11,119
Unallocated Capital Receipts Balance	193	0	0	193

This report leaves an unallocated balance of General Fund capital receipts of only £193k to consider other schemes as they emerge during the coming financial year. This will, of course be added to as further general fund capital receipts are generated.

5.4 The HRA capital receipts and 1-4-1 figures above relate to Right to Buy (RTB) sales. The 1-4-1's are restricted for replacement homes and must be used as follows:

- Amount to no more than 30% of the total scheme cost
- Spent within 3 years of receipt, or returned to Government with interest

5.5 In keeping to the Council's Capital Strategy, unsupported borrowing is minimised to prevent any destabilisation of the General Fund from the interest and Minimum Revenue Provision (MRP) that results from borrowing. Leasing is also tightly controlled within the revenue budgets for the same reason, and is rarely used, as the interest rates over the last few years has meant that the costs of borrowing are lower than leasing costs.

6.0 RECOMMENDATIONS that:

- (a) **the Committee supports the General Fund Capital Programme 2019/20 – 2022/23 totalling £33.322m as detailed at Appendix A, and recommends these to Full Council on 7 March 2019; and**
- (b) **the Committee supports the Housing Revenue Account Capital Programme 2019/20 – 2022/23 totalling £57.969m as detailed at Appendix B, and recommends these to Full Council on 7 March 2019.**

Reasons for Recommendations

To enable the Capital Programme to be considered by the Policy & Finance Committee in accordance with Financial Regulation 6.2.3 prior to its submission to Council.

Background Papers

Nil

For further information please contact Jenna Norton on Ext 5327.

Sanjiv Kohli

Director - Resources, Deputy Chief Executive and Section 151 Officer

CAPITAL PROGRAMME 2019/20 - 2022/23									
		For Information only							
	SCHEME	External Funding	Total Scheme Cost	Actual Spend Pre 2018/19	2018/19 Forecast	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
GENERAL FUND									
TC1000	New Council Offices	68,500	7,676,128	7,371,531	7,575	297,022			
TC3131	Extension to London Road Car Park		115,000		15,000	100,000			
TC3134	Works to SFACC		250,000		50,000	200,000			
TC3135	Works to Buttermarket		250,000		50,000	200,000			
	RESOURCES	68,500	8,291,128	7,371,531	122,575	797,022	0	0	0
TA1216	Modular Pool		2,500,000			2,500,000			
TA1217	Southwell Leisure Centre Improvements		1,500,000				1,500,000		
TA1218	Leisure Equipment Purchase		760,000						760,000
TA3286	Information Technology Investment		1,942,270		191,270	625,000	84,000	427,000	615,000
TB2250	Vehicles & Plant (NSH)		667,000		667,000				
TB2253	Vehicles & Plant (NSDC)		6,555,070	3,116,625	434,845	1,674,000	843,000	462,600	24,000
TF3221	Southwell Flood Mitigation	233,421	453,421			453,421			
TF3222	Lowdham Flood Alleviation	140,000	200,000			200,000			
TF3227	Homeless Hostel		3,000,000			1,000,000	2,000,000		
TF6011	Private Sector Disabled Facilities Grants	3,813,898	4,413,256	1,315,824	700,000	599,358	599,358	599,358	599,358
TB6159	CCTV Replacement Programme		160,000			66,000	48,000	46,000	
	COMMUNITIES & ENVIRONMENT	4,187,319	22,151,017	4,432,449	1,993,115	7,117,779	5,074,358	1,534,958	1,998,358
TA3053	Museum Improvements		750,000	288,236	161,764	300,000			
TB3154	Castle Gatehouse Project	3,094,600	4,195,600	12,354	183,246		4,000,000		
TE3268	Southern Link Road Contribution	9,114,779	9,519,215	1,019,215		2,833,333	2,833,333	2,833,333	
	GROWTH	12,209,379	14,464,815	1,319,805	345,010	3,133,333	6,833,333	2,833,333	0
TG1001	Investment in Arkwood Developments		4,000,000			4,000,000			
	CAPITAL INVESTMENT	0	4,000,000	0	0	4,000,000	0	0	0
	TOTAL GENERAL FUND	16,465,198	48,906,960	13,123,785	2,460,700	15,048,134	11,907,691	4,368,291	1,998,358

CAPITAL PROGRAMME 2019/20 - 2022/23									
SCHEME	External Funding	For Information only				2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget
		Total Scheme Cost	Actual Spend Pre 2018/19	2018/19 Forecast					
HOUSING REVENUE ACCOUNT									
PROPERTY INVESTMENT PROGRAMME									
S91100	Roof Replacements		2,160,000		432,000	432,000	432,000	432,000	432,000
S91200	Kitchen & Bathroom Conversions		8,100,000		1,620,000	1,620,000	1,620,000	1,620,000	1,620,000
S91300	External Fabric		1,620,000		324,000	324,000	324,000	324,000	324,000
S91400	Doors & Windows		918,000		183,600	183,600	183,600	183,600	183,600
S91500	Other Structural		270,000		54,000	54,000	54,000	54,000	54,000
S91511	Walls Re-Rendering		270,000		54,000	54,000	54,000	54,000	54,000
S93100	Electrical		3,240,000		648,000	648,000	648,000	648,000	648,000
S93205	Carbon Monoxide Detectors		540,000					270,000	270,000
S93500	Heating		2,970,000		594,000	594,000	594,000	594,000	594,000
S93600	Energy Efficiency		825,000		177,000	162,000	162,000	162,000	162,000
S95100	Garages, Footpaths, Walkways		405,000		81,000	81,000	81,000	81,000	81,000
S95109	Garages		135,000		27,000	27,000	27,000	27,000	27,000
S95200	Environmental Works		810,000		162,000	162,000	162,000	162,000	162,000
S95250	Communal Lighting		108,000		21,600	21,600	21,600	21,600	21,600
S95252	Flood Defence Systems		54,000		10,800	10,800	10,800	10,800	10,800
S95253	Play Areas		108,000		21,600	21,600	21,600	21,600	21,600
S95254	Estate Remodelling		336,000		55,200	70,200	70,200	70,200	70,200
S97100	Asbestos		324,000		108,000	54,000	54,000	54,000	54,000
S97200	Fire Safety		270,000		54,000	54,000	54,000	54,000	54,000
S97300	Dda Improvements		108,000		21,600	21,600	21,600	21,600	21,600
S97400	Disabled Adaptations		2,200,000		472,000	432,000	432,000	432,000	432,000
S97500	Legionella		97,200		32,400	32,400	32,400		
S99100	Property Investment Contingency		230,000		14,000	54,000	54,000	54,000	54,000
	SUB TOTAL PROPERTY INVESTMENT	0	26,098,200	0	5,167,800	5,113,800	5,113,800	5,351,400	5,351,400
AFFORDABLE HOUSING									
SA1013	25 supported dwellings - Bilsthorpe	1,558,845	2,386,915	2,344,614	42,301				
SA1015	Affordable Rural Housing Grant		250,000	250,000					
SA1016	Site A - Wolfit Avenue, Balderton	229,011	313,344	287,161	26,183				
SA1017	Site B - Wolfit Avenue, Balderton	273,619	357,952	333,022	24,930				
SA1018	Coronation Street/Grove View Rd, Balderton	68,351	728,351	682,233	46,118				
SA1019	Lilac Close	560,544	747,544	695,065	52,479				
SA1020	Second Avenue, Edwinstowe	356,145	493,203	446,651	46,553				
SA1023	Bowbridge Road	5,325,000	8,841,734	7,911,142	930,592				
SA1030	HRA Site Development		400,000	387,034	12,966				
SA1031	Site Acquisition (Incl RTB)		1,411,029		811,029	600,000			
SA1034	Former ASRA Properties Purchase		588,971		588,971				
SA1041	Phase 1 Cluster 1, Newark	1,270,993	2,163,867	1,709,027	454,840				
SA1042	Phase 1 Cluster 2, Farndon HCA	675,319	2,147,636	1,039,437	1,108,199				
SA1043	Phase 1 Cluster 2, Farndon 1-4-1		206,745	136,911	69,834				
SA1044	Phase 1 Cluster 3, West	2,085,280	2,472,892	319,171	2,153,721				
SA1045	Phase 1 Cluster 4, Collingham	441,950	1,381,105	153,575	1,227,530				
SA1046	Phase 1 Cluster 5, Balderton	470,920	1,501,978	303,379	1,198,600				
SA1047	New Build Programme Contingency		609,864	70,482	183,556	355,826			
SA1048	Ollerton Extra Care Scheme		7,600,000			2,386,500	5,213,500		
SA1050	Phase 2 Cluster 1 - Coddington		1,168,073		817,651	350,422			
SA1051	Phase 2 Cluster 1 - 1-4-1 Coddington		1,096,111		767,278	328,833			
SA1052	Phase 2 Cluster 2 - Southwell		523,841		366,689	157,152			
SA1053	Phase 2 Cluster 3 - Hawtonville		1,935,334		1,160,248	775,086			
SA1054	Phase 2 Cluster 3 - 1-4-1 Hawtonville		1,159,855		811,899	347,956			
SA1055	Phase 2 Cluster 4 - Sherwood		1,410,960		987,672	423,288			
SA1060	Phase 3		8,000,000			5,600,000	2,400,000		
SA1070	Phase 4		8,400,000				5,880,000	2,520,000	
SA1080	Phase 5		9,700,000					6,790,000	2,910,000
	SUB TOTAL AFFORDABLE HOUSING	13,315,977	67,997,304	17,068,903	13,889,839	11,325,063	13,493,500	9,310,000	2,910,000
	TOTAL HOUSING REVENUE ACCOUNT	13,315,977	94,095,504	17,068,903	19,057,639	16,438,863	18,607,300	14,661,400	8,261,400

POLICY & FINANCE COMMITTEE

21 FEBRUARY 2019

MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2022/23

1.0 Purpose of Report

- 1.1 To present the Council's Medium Term Financial Plan (MTFP) covering the period from 1 April 2019 to 31 March 2023.
- 1.2 Policy and Finance Committee on 29 June 2017 reviewed the MTFP and recommended the Plan for approval to Council.

2.0 Background Information

- 2.1 The MTFP (attached as an appendix to the report) is a Corporate Plan to assist both Members and Officers manage the Council's finances within a clear framework; it sets out the Council's spending plans to support its strategic priorities over the current financial year and the following three years; it details how that spend will be funded through grants, fees and charges, local taxation, reserves and other income.
- 2.2 The MTFP is not intended to lead policy development for the Council. It is a reflection, in financial terms, of the Corporate Plan of the Council and sets the financial framework for the resourcing of the aspirations set out in the Corporate Plan. It integrates revenue allocations, savings targets, reserves and capital investment, and provides indicative budgets and future Council Tax levels for the period covered by the plan. This approach is an essential part of the future budget setting process.
- 2.2 The latest MTFP was reported to Policy & Finance Committee on 29 June 2017. This was due to be refreshed during June 2018 to reflect the expectations of future income and expenditure. As the Chief Executive was due to take office at this time, and with a change in Leader of the Council having recently taken place, the decision was taken to defer the production of this MTFP to allow for input from those strategic roles.

3.0 Proposals

- 3.1 The MTFP shows that whilst the Council managed to balance the budget for 2019/20 because of prudent decisions made in the past, future funding of its services will depend on its ability to raise additional income; otherwise it will need to make up funding gaps by increasing Council Tax or/and depleting its general fund reserves.
- 3.2 In summary, the funding gap currently based on a Band D Council Tax increase of 1.94% (being consistent with the approach for 2017/18) for 2019/20 to 2022/23 is set out in the table below:

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Total Expenditure	12,920	12,678	13,144	13,478
Total Business Rates/Council Tax and Other Grants	13,803	11,606	1,399	12,212

Conts To/(From) Reserves	(883)	1,077	1,236	1,266
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- 3.3 Notwithstanding, the sound financial position due to early difficult decisions, the Council will need to continue to consider demand management in areas such as homelessness, community safety and supporting people. It will also have to continually monitor and review areas where budget pressures will persist; such as welfare reform, asset management, meeting pension fund deficits, direct services such as refuse and recycling.
- 3.4 The Council is in a good position to utilise its reserves and potential to borrow to fund capital investment projects that will generate “new” income streams to the Council.
- 3.5 The MTFP also sets out forecasts of other funding available to the Council such as New Homes Bonus and growth in business rates, which could be invested in projects to improve the Council’s future sustainability.

4.0 Equalities Implications

- 4.1 Equalities implications will be identified within specific schemes and projects included in the revenue budget and capital programme.

5.0 Financial Implications (FIN18-19/1747)

- 5.1 The MTFP sets out a framework to support budget and policy decisions. The impact of individual schemes will be detailed in supporting business cases.

6.0 RECOMMENDATIONS that:

- (a) **the Medium Term Financial Plan for 2019/20 to 2022/23 be recommended to Council for approval; and**
- (b) **Council approve the change in the minimum level of General Fund Balance, as set out in paragraph 1.8 of the Medium Term Financial Plan, from a 15% of Net Budget Requirement to a fixed balance of £1.5m.**

Reason for Recommendations

To provide a framework to support the Councils future spending plans.

Background Papers

Revenue Budget and Council Tax Setting for 2019/20
 Capital Programme 2019/20 to 2022/23
 Statement of Accounts 2017/18

For further information please contact Nick Wilson Business Manager – Financial Services on 01636 655317

Sanjiv Kohli
 Director - Resources and Deputy Chief Executive

MEDIUM TERM FINANCIAL PLAN

The Medium Term Financial Plan for 2017/18 to 2020/21 was presented to Policy & Finance on 29 June 2017. This document seeks to refresh and provide an update on assumptions for future income, expenditure and financing forecasts for 2019/20 to 2022/23.

1.1 Financial Projections

High level budget projections have been produced for the next four year period to 2022/23. The table below shows the current position assuming that the Council Tax at average Band D will increase at the same rate as for the last three financial years (i.e 1.94%).

Table 1

	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Net Service Expenditure (less capital charges)	11,130	11,034	11,269	11,571
Total Other Expenditure	1,791	1,591	1,828	1,871
Total Expenditure	12,921	12,625	13,097	13,442
Total Business Rates	(6,952)	(4,660)	(4,741)	(4,815)
Council Tax	(6,729)	(6,946)	(7,167)	(7,397)
Other Grants	(120)	0	0	0
Conts (To)/ From Reserves	(880)	1,019	1,189	1,230

A Council Tax freeze during 2019/20 would result in an additional £0.128m contribution from reserves in that year. This would also mean the shortfalls in the further three financial years increase by £0.133m in 2020/21, £0.137m in 2021/22 and £0.141m in 2022/23.

1.2 Financial Landscape

The year 2019/20 is the final year of the four year financial settlement provided by the Government. This settlement was awarded on publishing an efficiency strategy during October 2016 and gave some limited certainty over funding for the four year period from 2016/17. This has assisted with future planning of funding up to 2019/20, but looking further than that is still difficult due to a lack of clarity nationally around Local Government Funding. With the end of the current spending review period due in 2020 together with the reform of the Business Rates retention system and the fair funding review, estimates of funding are uncertain.

1.3 Fair Funding Review

Funding baselines, as determined by the Local Government Settlement, are based upon an assessment of Local Authorities' relative need and resources. The methodology has been in place for over 10 years and the Government feels that reform is needed to rebalance where funding is allocated. A consultation paper was issued during December seeking views on the approach to measuring the relative needs and resources of local authorities which will determine new baseline funding allocations for local authorities in England in 2020-21.

The consultation:

- Proposed to simplify the assessment of local authorities' relative needs
- Considered the type of adjustment that will be made to an authority's relative needs assessment to take account of the relative resources available to them to fund local services
- Proposed a set of principles that will be used to design potential transitional arrangements and examines how the baseline for the purposes of transition should be established.

The current funding formula is too complicated and, furthermore, the distribution of funding within it is too weighted towards deprivation. A flatter funding formula which is simpler, more transparent and easier to administer and update is necessary to support a fairer funding distribution. Analyses undertaken by MHCLG, shows that deprivation is only capable of explaining a very small proportion of overall spending within the formula. Proposals to distribute more funding using population is supported by evidence, for instance services such as waste service and planning; there is no direct correlation between additional costs for running these services and deprivation.

The approach will result in winners and losers. The Government has recognised that the change in formula could result in significant changes to the baseline funding of some Authorities. It therefore intends to introduce transitional arrangements that are fair, transparent and easily understood so that budgetary impacts can be accommodated. Transitional arrangements will unwind over time.

This is important as the Council's baseline influences the amount of business rates income it can retain. From 2020/21 and onwards 40% of the Council's funding is expected to be attributable to Business Rates.

1.4 Retained Business Rates

The changes brought by the Localism of Business Rates now mean that Local Authorities are incentivised to promote economic growth in their area. From 1st April 2013, Local Authorities can retain a share of the net income that they receive in Business Rates as funding to meet the cost of service provision. Promoting economic growth and inward investment to the District is key to ensuring sustainability going forward. With the announcement of the new Comprehensive Spending Review from 2020 (mentioned above) any reset in the baseline may impact the growth already achieved. It is therefore important to monitor this situation and continue the good work already achieved.

The Government has announced various policy decisions around Business Rates which will impact on the total amount of income the Council will be entitled to:-

- Business Rates will now increase in line with CPI as opposed to RPI, which means that rates should increase at a lower rate.
- Business Rates will be cut by one-third for businesses with a rateable value of less than £51,000 for two years from April 2019.

Section 31 grants are the Governments way of compensating Local Authorities for the policy decisions that they take which impact on the total amount of business rates income they can collect. For 2019/20 it is estimated that the Council will receive £1.823m in Section 31 grants.

There are a number of risks that could affect the amount of Business Rate income collected and as such reduce the anticipated amount of Retained Business Rate income. The most significant risks are:

- Unpredictable increases in exemptions and reliefs due to different property usage
- Successful Business Rate appeals dating back to earlier years
- Slower than anticipated local economic growth
- CPI increases on the tariff being higher than local economic growth
- Uncollectable debts as a result of worsening economic conditions.

A national business rates revaluation took effect from 1 April 2017, which increased the rateable value list by £10,346,780 for the 2017/18 financial year. Ratepayers with the largest increases in rateable value were:- Center Parcs (£1,975,000) and Sherwood Pines Forest Park (£417,000. The impact of this saw the total rateable value increase from £92,949,337 to £103,296,117. The anticipated rateable value for 1 April 2019 for the 2019/20 financial year stands at £106,486,370 which includes new business rated hereditaments and altered assessments of rateable value post 1 April 2017.

The Council currently has 88 appeals that have been lodged by Businesses with the VOA outstanding. Should these be successful they would reduce the rateable value down by £2,338,370. These appeals relate to the 2010 ratings list for which they are backdated to the 1 April 2010. Should these appeals be successfully settled, there will be a one off impact of the settling of the appeal, which will be funded by the NNDR appeals provision on the Councils' Balance Sheet, but there will be no future impact, as the properties are now rated by the 2017 rateable value listing. The one off impact of the settled appeals would amount to £4,046,260.

There are currently 6 challenges against the 2017 list with a combined RV potential reduction of £13,878. Any successful challenges, or should these get to appeal stage and be successful, this will have an impact on the finances of the Council going forward. As described, currently there are limited numbers of checks, challenges and appeals against the 2017 list, but this does not mean that a greater number of these will not come through at some point. The check and challenge process allows businesses to check the facts held about their property and view their valuation details before deciding whether to challenge their valuation. This minimises uncertainty ensuring businesses reach a resolution quicker. As businesses get to grips with this new process, it is anticipated that these will come through at some point in the future.

The Council currently has £7,128,981 set aside as a provision in order to mitigate the impact of these appeals, both against the 2010 list and the 2017 list. The level of this provision has been calculated using assistance from independent external advice from Analyse Local. Should any of the appeals not crystallise, parts of this can be released back into the collection fund to be distributed back to the Council and its preceptors.

A consultation paper around retained Business Rates was issued during December 2019 in order to seek views on the reform of the Business Rates retention system. This consultation sought views regarding the proposed changes to the system post 2019/20. The current indications are that a full baseline reset will occur on 1st April 2020 which will reset the amount of funding authorities will receive from the business rates system. This is expected to be cash neutral nationally; hence authorities that have enjoyed growth within the current system potentially could lose this growth in order to be passported to those authorities with greater need for resourcing.

These assumptions have been modelled into the current figures provided within this MTFP but are subject to high volatility as Ministers continue to make decisions around funding. The outcome of funding is likely to be a combination of the Comprehensive Spending Review (due in 2019), the implications of the Fair Funding Review and Business Rates reform. Ministers will need to ensure that the financial viability of authorities or classes of authority is managed alongside ensure the change is manageable and that they are able to achieve parliamentary approval.

1.5 Council Tax

The Local Government Finance Settlement amended the principles before which a referendum would be called for the 2018/19 financial year. A Shire District may levy a 2.99% or £5 (whichever is higher), increase on the prior year's Council Tax precept prior to a referendum being called. This principle stays the same for the 2019/20 financial year.

Members agreed to an increase in average Band D Council Tax of 1.94% through 2016/17, 2017/18 and also 2018/19. For the purposes of the MTFP, it has been assumed that Council will continue to increase average Band D council tax by 1.94% and therefore this rate of increase has been modelled throughout the duration of this MTFP.

The Council's tax base is the number of properties at the average Band D equivalent level within the district. This is the measure that the Council uses to calculate the amount of Council Tax that the Council can receive (multiplied by the Band D rate). The more properties that are built within the district increases the amount of Council Tax revenue that the Council even if a Council Tax freeze was announced. The increase in tax base used to calculate the 2019/20 Council Tax requirement was 1.18% which was the actual tax base calculated in December 2018. The average over the previous two year period has been used to forecast growth in the tax base each year after that.

Localised Council Tax Support replaced Council Tax Benefit which was abolished by the Government with effect from 1 April 2013. Local Authorities were required to design local schemes which offered discounts to the council tax bill – any discount awarded is now incorporated within the Council's taxbase.

Initially the Government awarded a grant to local authorities to support local schemes however this was only separately identified for the 2013 financial year. The grant was set at a level that was a reduction of 10% on the forecast cost of Council Tax benefit for 2013/14. As this was only identifiable separately for the 2013/14 financial year, this funding was assumed to be incorporated within Revenue Support Grant from the 2014/15 financial year. Full Council must approve, each year, prior to 31 January, the Local Council Tax Support scheme.

Our local scheme requires working age council tax payers to contribute at least 20% towards their council tax bill. Pension age council taxpayers can continue to receive up to a 100% discount to their council tax bill dependent upon their financial circumstances.

Since 2013 the scheme has annually cost approximately £6.4m (of which 9.14% relates to Newark and Sherwood District Council equivalent to approximately £585k per annum) however this could increase / decrease according to the current economic climate and the impact this can have on household finances.

1.6 New Homes Bonus

New Homes Bonus was the subject of a consultation exercise during 2017, which sought to change the methodology of calculation in order to penalise Councils who had high levels of residential planning decisions overturned at appeal. The Government decided not to follow through on this consultation and the award basis is unchanged from 2017/18.

Awards are based on a four year allocation period above a growth of 0.4% of the tax base of the Authority.

Projections over the duration of this MTFP have been calculated using the assumptions from the increase in tax base used to calculate the 2018/19 Council Tax. With the proposed developments at various sites within the District as well as the Development Company, this is considered a prudent approach.

Assumptions around New Homes Bonus are that post the Spending Review in 2020 only legacy payments will be received and that the grant will disappear from 2023/24.

The Council is in a good financial position in that it does not need to budget to use the New Homes Bonus for core funding of services and other revenue costs. As this funding is not ring fenced to expenditure of either Revenue or Capital nature it can be utilised for either of these. The amounts forecast for the term of the MTFP are:

Table 2

Year	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
2016/17	402			
2017/18	390	390		
2018/19	379	379	379	
2019/20	409	409	409	409
Total	1,580	1,178	788	409

The Council has not previously budgeted for this income, and as such does not need to use this to support its service and non-service revenue expenditure. The decision was taken to include this within the 2018/19 budget presented to Council on the 8th March 2018 in order to improve transparency. This was then shown to be moved to reserves on the Balance Sheet. This money has been previously used in order to fund key regeneration projects and this is proposed to continue. Should this funding cease to exist post the Governments Comprehensive Spending Review in 2020, this will be a large loss to the Council, as Capital resources are scarce, meaning that any future infrastructure projects may need to seek third party investment or to use borrowing.

Due to this, it is proposed to set a strategy for use of these funds. With scarce Capital resources (as seen in section 1.12), there are only finite sources of these funds: by selling an asset, receiving external funding or financing from borrowing (which ultimately requires financing through revenue), this document proposes to allocate 50% of any receipt from New Homes Bonus for Capital financing of short life assets (where asset lives are less than 10 years).

1.7 Income from Fees and Charges

The generation of income from fees and charges is an essential element of the Council's revenue budget. The overall level of fees and charges is substantially affected by legislation with many chargeable services prevented from recovering more than their costs. The objective therefore is where services are chargeable (and the level of charges is determined by the Council) then they should achieve break-even. Opportunities will also be explored for premium pricing for discretionary services where the Council is able to deliver variable levels of service. The total income from fees and charges included in the projections is as follows (the figures for 2016/17 have been included for comparison purposes):

Table 3

	2017/18 (Original Budget) £	2017/18 (Revised Budget) £	2017/18 (actual) £	2018/19 (budget) £	2018/19 (Revised Budget) £	2019/20 (budget) £
Fees & Charges	4,358,790	4,662,055	4,890,938	4,445,750	4,716,299	4,676,660

The Commercial Plan set out the strategy the Council will take regarding discretionary fees and charges. These are currently being reviewed by Business Managers, with the Corporate Projects Team looking at further income streams that the Council could consider.

The reduction in initial budget for 2018/19 compared with the 2017/18 actual relates to:

- Heritage, Culture and Visitors: reduction of £157k relating to additional shows compared to the budget for the new year. Much of this additional income would have been paid to promoters and artists, hence there is also a reduction in costs in Agency repayments and Artists fees of £110k when comparing the 2017/18 outturn against 2018/19 initial budget.
- Development Management: Due to the high volatility in planning applications, the income from this service is extremely difficult to predict. Large planning applications such as Land North and East of existing Fernwood Development and Land at Fernwood Meadows South were received during the 2017/18 financial year, which skewed the total income. These large applications do not happen each year and hence a more prudent approach to budgeting for income has been adopted which smooths out the spikes.
- Domestic Refuse collection: Income from replacement bins had never been budgeted for, which included the 2018/19 initial budget, albeit £25k of income was received. The waste disposal element of trade refuse charge was also £15k over the expected amount for the 2018/19 financial year, albeit a proportion of this income is passported through the Notts County Council upon disposal.
- Car Parking: Budgeted car parking income in Newark was also lower than actual receipts by £30k.

The reduction in initial budget for 2019/20 compared with the revised budget for 2018/19 relates to:

- Council Tax: Summons income is expected to fall by £60k as officers make every effort to make payment arrangements with customers to avoid court action where necessary and reducing increasing their debt.

- Development Management: The budget for 2019/20 has been based on the 2018/19 initial budget and has been increased by £10k from this position. The reduction of £55k mainly relates to the smoothing of income in relation to large planning applications.
- CCTV: The budget for 2019/20 has been removed, hence a reduction from the revised 2018/19 budget of £55k. This is as this income related to income from other Council Business Units. This is therefore to be treated as an interdepartmental recharge, rather than expressed as fee and charge income.
- Domestic Refuse collection: £53k additional income has been included which relates to both the additional income due to bringing back the administration of the garden waste service from Rushcliffe and Mansfield, and an estimate of growth in the customer base. An allowance of an additional £41k has been made in relation to the waste disposal element of the trade waste charge based on experience, albeit this is offset by additional budgeted expenditure to Notts County Council for the disposal of this.

1.8 Reserves and Balances

The Local Government Act 2003 requires all Councils to maintain adequate balances, reserves and provisions to help ensure that their activities are sustainable. The Council holds General Fund balances to ensure that it has sufficient funds to manage its day to day finances, to smooth out the peaks and troughs of expenditure through and to enable the Council's financial position to remain secure in the event of unforeseen circumstances.

When setting its Budget, the Council must have regard to level of reserves needed to mitigate against both known and unknown risks and issues. A risk assessment of the General Fund Balances informs the Council's Section 151 Officer's view of the adequacy of reserves to provide assurance to the Budget.

Each year the Section 151 Officer of a local authority is required under section 26 of the Local Government Act 2005 to review the amount of reserves and provisions that the authority holds. This review is carried out primarily to ensure that reserves and provisions are not allowed to be "run down" to an imprudent level, taking into account their purpose and likely use. In undertaking this review it is also necessary to ensure that amounts do not become over provided for. With this in mind, a review of reserves held by the Council has been undertaken and the movements in earmarked reserves and General Fund balances contained in the forecasts for each year have been influenced by this review.

Best practice guidance from CIPFA states that the General Fund balance may be between 5% and 100% of net expenditure. The minimum prudent level of reserves was set at 15% of the Net Budget Requirement at the meeting of Policy and Finance on 21st September 2017. As a percentage of the Net Budget Requirement can constantly change, it is proposed to amend this policy to reflect a static balance which would be reviewed annually to ensure its prudence. It is therefore proposed to adopt a balance of £1,500,000 as a General Fund balance to mitigate unexpected and therefore unbudgeted expenditure.

The Council also holds reserves for specific areas of expenditure. Each reserve has a specific purpose and is internally ring fenced for that purpose. They are subject to annual review by the Section 151 Officer as part of the budget process and if no longer required then are redirected for other purposes.

The balances and reserves that the Council held as at 1 April 2018:

Table 5

General Fund	Amount as at 1 April 2018	Description
Balances:		
General Fund Balance	£1,736,863	General Fund Balance
Usable Reserves:		
Investment Realisation Fund	£91,890	Provide a reserve against possible future losses on external investments
Election Expenses Fund	£220,325	Provide a cushion for the election expenses
Insurance Fund	£398,456	
Repairs and Renewals Fund	£2,411,187	Smooth out the charges levied to the general fund by providing for future repairs and renewals
Building Control Surplus	-£7,077	Statutory account to be held to ensure surplus is ringfenced to Building Control
Museum Purchases Fund	£11,414	Partly a Bequest from the Nicholson estate
Training Provision	£152,182	To fund any additional training needs and apprentice costs
Community Safety Fund	£264,256	To fund the cost of the Community Safety Partnership
Restructuring and Pay	£100,000	
Court Costs	£59,769	To fund any unplanned court costs
Change/Capital Fund	£9,045,375	To enable and facilitate the changing working environment
Planning Costs Fund	£270,145	To fund any unplanned planning enquiries or appeals
Unlawful Occupation of Land	£9,250	To fund any costs associated with ad hoc unlawful occupation of land issues
Fly Tipping Fund	£100,000	To fund any fly tipping issues that the revenue budget cannot contain
Homelessness Fund	£327,724	To fund initiatives provided by the Housing Options Team
Fuel and Energy Reserve	£70,142	
Refuse Bin Purchase	£15,000	To fund any bin purchases exceeding the existing revenue budget provision
Energy & Home Support Reserve	£116,580	To assist vulnerable residents with heating/boiler issues
Growth & Prosperity Fund	£1,799,909	Think Big loans fund for providing loans to small businesses
Warm Homes on Prescription	£110,849	Grant funded income relating to schemes to reduce fuel poverty
Welfare Reform	£25,774	
Development Company	£4,000,000	To finance the equity funding needed to set up the development company
Management Carry forwards	£224,268	Management carry forward requests to be spent during 2018/19
Emergency Planning Reserve	£50,000	To replenish emergency planning stocks

Unconditional Grants Unapplied:		
Revenue Grants Unapplied	£185,230	Various revenue grants without conditions yet to be utilised
Total:	£21,789,511	

Appendix A shows the expected balances at the end of the current financial year (2018/19) and the 2019/20 financial year.

One of the key underpinning financial principles of the MTFP is to not use the Council's reserves (and other one-off resources) as a method to balance the ongoing pressures of the budget. However, over the years, the Council has made use of its reserves to deal with one-off unbudgeted matters: to improve services, or to offset declining income levels and support service delivery.

Any situation that jeopardises the levels of reserves will be a serious matter for the Council's External Auditors who expect Members to continue to run the Council as a viable going concern. This is particularly so now, that Members have to, in effect, balance and manage two budgets – the Mainstream revenue budget and also, since April 2013, the local Council Tax benefit scheme and the impact this has in the Collection Fund. As Council Tax benefits are no longer fully funded it adds to the complexity of the Council's operations as a Council Tax billing authority.

One of the largest usable reserves relates to repairs and renewals. Budget is set aside each year through the revenue process to contribute to this reserve in order to smooth the timing of charges over a number of years. Each Service area contributes an element of their revenue budget to their own schemes in order to build the reserve up for when repairs are needed.

The reserve is split into 3 sections:

	Opening Balance 1 April 2018	Movement in	Estimated usage of	Estimated Closing Balance
Property related	£875,240	£155,572	£332,688	£698,124
Grounds Maintenance related	£325,541	£41,377	£148,366	£218,552
Corporate related	£1,210,406	£108,140	£436,851	£881,695
Totals:	£2,411,187	£305,089	£917,905	£1,798,371

During 2018/19 £0.305m will be set aside from various service areas in order to contribute to the overall reserve. It is proposed that £0.918m is to be utilised from the reserve during the course of the financial year.

A review of the balance held against the major headings above has been completed and potentially there may be a requirement to increase contributions by approximately £40k per annum in order to ensure all schemes are completed within their estimated timeframes. Schemes are constantly reviewed to ensure that they are not completed where works are not necessary to be carried out, hence where funding can be redirected to schemes that are underfunded at the point the works are necessary, this will be done. Regular reviews of this reserve are made to ensure that its balance is appropriate.

1.9 Assumptions made within the MTFP

Finance officers worked with budget holders at a granular level in order to develop both the 2019/20 and the future forecast budgets in order to build these estimates, but used various assumptions to arrive at this.

A 2% increase in wages and salaries will be assumed for 2020/21 and future financial years. This is in line with the agreement which was reached in early April 2018 between the National Employers and the NJC Trade Unions side on rates of pay applicable from 1 April 2018 and 1 April 2019.

An estimate of inflation equivalent to 3% was used in all years in order to uprate all non-pay income and expenditure. This was considered prudent after looking at forward projections of RPI by the Office of Budget Responsibility, who suggested that RPI will increase by 3% per annum on-going. This estimate therefore has been used in order to forecast the additional year included in this MTFP (2022/23).

Estimates and Debt charges (the charge to revenue for the purchase/creation of a fixed asset where no capital resources were available to finance at the point of creation/purchase of the asset) are in line with the approved MRP policy and the Capital Programme on this agenda.

1.10 Proposed strategy for bridging the funding gap

The forecast funding gap for the term of this MTFP is shown in section 1.1 of the MTFP. The Council has a good track record in dealing with successive central government funding reductions. Since 2010 the Council has had to re-engineer its business processes in order to make substantial savings due to the reduction in Government Grant. Further savings that need to be made are becoming increasingly difficult to identify and deliver, but it essential that the Council continues to identify areas where costs can be reduced or income increased to close the budget gap. The level of reduction in Government grant over the last 4 years has been:

Table 6

Settlement Funding Assessment	2016/17	2017/18	2018/19	Estimated 2019/20
	£	£	£	£
Revenue Support Grant	1,776,668	1,048,592	592,374	82,785
Retained Business Rates	3,365,803	3,434,519	3,537,702	3,618,775
Total Settlement Funding Assessment	5,142,471	4,483,111	4,130,076	3,701,560
Reduction in funding from 2016/17		12.8%	19.7%	28.0%
Original Service Budget	12,262,620	11,640,720	12,650,480	13,482,260
Percentage of Service budget funded by Settlement Funding Assessment	41.94%	38.51%	32.65%	27.46%

The levels of these reductions were anticipated and in line with the approved settlement funding agreement awarded to the Council on the basis that it published an efficiency strategy during October 2016. This gave the Council certainty of funding over the 4 year period to 2019/20.

The Commercial Strategy was approved at Policy & Finance 21 September 2017 with the aim of delivering positive financial returns to the Council's General Fund.

The Council's income from fees and charges has been maintained over the period of the reductions in central government funding at around £4.5m. As can be seen from Table 4 this has predicted to remain stable for the 2019/20 financial year, inclusive of the income from partners at Castle House.

The total income needs to be increased significantly if the Council is to bridge the gap in funding in order to continue to deliver its current services and if it wants to meet the expectations and ambitions of the people of Newark and Sherwood. This plan contains an estimate of savings delivered and additional income generated by the Commercial Strategy of £0.250m in each of the financial years.

The Council is limited as to how much additional funding it can generate through Council Tax increases. As stated in section 1.5 the Council has the ability to increase Council by the greater of 2.99% or £5. A 1% increase in Council Tax will generate an additional £0.067m to the Council for the 2019/20 financial year. This also takes into account the estimated increases in tax base as noted in section 1.5.

The formation of the Commercialisation and Major Projects team will lead on a range of commercialisation projects throughout the council. The Commercials Group, which was established in October 2017 is led by the Business Manager – Commercialisation and Major Projects and is made up of a selection of NSDC Officers who have a focus on commercial acumen. Both the Business Unit and the Commercials Group will focus on projects which attract new income streams to the council, maximise current income streams or offer significant savings to the council.

Each project will have a robust Business Case and will be examined as part of the normal committee activity. There are a range of projects in progress, some having already been completed. A financial tracking process is in place to ensure that forecast income is matched to actual income as implementation reaps the rewards of the project over a number of years. There are a range of new projects ready to be commenced and continued horizon scanning means that other opportunities can be taken as they present themselves. This is an agile and responsive programme which touches every part of the organisation.

1.11 Risks Associated with the Budget Process

During 2017/18 the Council changed its process for reporting in year monitoring for financial performance. This process now involves forecasting the outturn position to the end of the financial year, rather than relying on year to date actual performance compared against year to date budget. This process is completed each month from period 3 and is reported quarterly to the Policy and Finance Committee.

Creating a budget is only as accurate as the data compiled at that point in time and there are various risks associated with this. These include:

- Inflation is underestimated in the original estimates
- Interest rates are underestimated
- Changes to grant funding allocations
- Some budgets are only indicative at the time the budget is agreed
- Volatility in some budget headings between years
- Efficiency gains expected in the agreed budget are not achieved
- Unforeseen insurance costs or legal claims
- Emergencies which cannot be foreseen which occur on an ad hoc basis
- Changes to budgets where targets are not met
- Financial guarantees/loans given by the Council
- Unforeseen events
- Assumptions of growth of Business Rates does not materialise due to appeals

Under Section 25 of the Local Government Act 2004, the S151 Officer is charged with reporting the robustness of estimates made. This section fulfils that statutory requirement.

In considering the overall level of budget proposed and the sensitivity of income and expenditure levels it should be noted that:

Council Tax

- A 1% increase in Council tax is equivalent to an additional £0.067m
- A £1 increase in Council tax is equivalent to an additional £0.039m

Staff Costs

Staff costs currently make up 57% of managed expenditure (gross expenditure excluding capital charges, recharges and Housing Benefits payments). This is not unique to Newark and Sherwood, but does cause an issue to the Council. Not only does the opportunity to find non-employee savings become more difficult, any deviation in pay award against the budget could cause real issues. As mentioned at section 1.9, this MTFP has allowed for 2% pay award increase throughout its duration. A 1% increase (based on 19/20 pay) would bring about an increase of £0.120m that would have to be found from reserves.

Income from Fees and Charges

A substantial part of the net budget requirement is dependent on the buoyancy of income streams; this offsetting the expenditure falling to be met from the General Fund and hence Council Taxpayers. Account has been taken within the forecasts of the levels of income which is considered to be achievable. However, any significant under performance on income will give rise to a subsequent increase in the net expenditure and therefore an unbudgeted demand on the General Fund balance. A 1% drop in income from fees and charges across all service areas would be equivalent to (based on 2019/20 budget) £0.046m.

Interest Rates

General Fund currently has no external borrowing and as such is not exposed to any re-financing risk if interest rates were to rise. The Council is anticipating to borrow during the course of the 2019/20 financial year, which would lead to additional interest costs over the life of this MTFP. Fixed rate borrowing is proposed to be taken to alleviate any interest rate risks associated with variable rate borrowing to ensure certainty of costs over the life of the borrowing. Re-financing risk would therefore still not be applicable as the borrowing would span a life longer than this MTFP. Investment income receivable is estimated taking into account various factors such as cash flow, level of capital receipts and payments, levels of reserves and balances and the anticipated interest rates achievable during the year. To the extent that variations occur in the above areas, the level of interest received in the year may fluctuate from that anticipated. The impact of a 1% interest rate change is not considered significant in terms of the Council's net budget requirement.

Inflation

Inflation puts further pressure on non-pay budgets and there is a risk that this could impact on the level of expenditure included in the forecasts in this MTFP. Services Units are, however required to stand the impact of general inflation within their budget targets and an allowance of 3% has been included within service budgets to accommodate this.

1.12 Capital Investment Programme and Funding

The overall approved General Fund Capital Programme for the period from 2019/20 to 2022/23 totals £33.3m. £10.9m is financed by external grant funding for the Southern Link Road (SLR), Disabled Facilities Grant (DFG's) and a specific piece of work in relation to flood alleviation in Lowdham. The grants in relation to the SLR and the flooding alleviation scheme in Lowdham have already been received and are held on the Council's balance sheet as a conditional grant. The DFG funding is received via the Better Care Fund (BCF) and is subject to an annual bidding process.

Other external financing in the forms of contributions from external partners and S106 receipts amount to £3.8m. This relates to the project at Southwell Leisure Centre which includes £750k of Council expenditure in order to extend and improve facilities at the leisure centre to increase the membership base, and also an expectation of £3m of external financing towards the Castle Gatehouse project.

Council internal capital resources employed amount to £10.5m which relates to the equity investment in the Council's Housing development company – Arkwood, the build of a modular pool at Ollerton, the match contribution to Southwell Leisure Centre (as described above), replacing parts of the Council's refuse fleet and other equipment, enhancements to the Buttermarket and flood alleviation works across the District.

Borrowing is the balancing figure for the capital expenditure at £8.1m. This part of the capital programme is currently being financed by prudential borrowing, which attracts a charge to revenue. This charge is called the Minimum Revenue Provision (MRP) and provides for the capital expenditure funded by borrowing using a method approved by Council within the Treasury Management Strategy each year. The current method approved is the asset life method. This apportions notional borrowing incurred over the life of the asset, which is in line with the timeline for receiving economic benefits generated by the asset.

The current Capital resources available for allocation to Capital schemes (before any allocation of New Homes Bonus (NHB) from 2020/21 as proposed in section 1.6) is detailed below:

Table 7

Capital Available	Resources	Amount as at 1 April 2018	Commitments 2018/19	2019/20-2022/23 Commitments	Closing Balance 31 March 2023
Capital Provision	Financing	1,321,307	-278,276	-249,184	793,847
General Fund Receipts	Capital	2,911,723	-1,178,408	-1,540,816	192,499
Capital Grants & Contributions Unapplied *		4,565,755	935,091	-1,214,779	4,286,067
Total available	resources	8,798,785	-521,593	-3,004,779	5,272,413

*£4,286,067 is the estimated balance at 22/23 which relates to Community Infrastructure Levy (CIL) and is therefore ring fenced for schemes relating to infrastructure.

Borrowing Requirements within Current Approved Capital Programme

In order to fully finance the Capital Programme every year an element of borrowing is required where capital resources are not available. As above, the total borrowing over the life of this MTFP amounts to an estimated £8.1m within the current approved capital programme.

Within the £8.1m, short asset lives total borrowing of £2.8m, which equates to around £400k per annum in MRP charges. This is charged in the year following capital expenditure and continues until the borrowing is repaid. The £5.3m balance of borrowing has been allocated to longer life assets (where the life expectancy is approximately 50 years) and the annual charge to revenue for these items is £106k. Should the policy at section 1.6 be adopted, this would release an additional £1.2m to replace the borrowing for short life assets, reducing the charge to revenue by £171k per annum.

SUMMARY OF RESERVE APPENDIX A

General Fund Revenue Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Council Funds:			
Investment Realisation Fund	-91,890	-91,890	-91,890
Election Expenses Fund	-220,325	-150,325	-150,325
Insurance Fund	-398,456	-398,456	-398,456
Repairs And Renewals Fund	-2,411,187	-1,798,370	-1,236,765
Building Control Surplus	7,077	-15,233	-15,233
Museum Purchases Fund	-11,414	-8,559	-8,559
Training Provision	-152,182	-100,917	-75,873
Restructuring And Pay	-100,000	-100,000	-100,000
Court Costs	-59,769	0	0
Change Management Fund	-9,045,375	-12,369,061	-6,552,411
Enforcement Reserve	0	-44,313	-44,313
Flooding Defence Reserve	0	-250,000	-250,000
Emergency Planning Reserve	-50,000	-50,000	-50,000
Planning Costs Fund	-270,145	-155,145	-155,145
Development Company	-4,000,000	-4,000,000	0
Growth And Prosperity Fund	-1,799,909	-509,805	-462,998
Refuse Bin Purchase	-15,000	-15,000	-15,000
Fuel And Energy Reserve	-70,142	-70,142	-70,142
Management Carry Forward	-224,268	0	0
Unlawful Occupation Of Land	-9,250	0	0
Fly Tipping Fund	-100,000	-50,000	-50,000
NNDR Volatility Reserve	0	0	-793,000
Community Initiative Fund	0	0	-200,000
Gen Fund Balance	-1,736,863	-1,500,000	-1,500,000
Total Council Funds	-20,759,097	-21,677,215	-12,220,109
Grants:			
Homelessness Fund	-327,724	-292,308	-292,308
Revenue Grants Unapplied	-185,230	-8,421	-8,421
Community Safety Fund	-264,256	-22,525	-22,525
Energy & Home Support Reserve	-116,580	-92,613	-68,044
Warm Homes on Prescription	-110,849	-70,446	-29,376
Welfare Reform Reserve	-25,774	-2,364	0
Total Grants	-1,030,414	-488,678	-420,675
Total General Fund Revenue Reserves	-21,789,511	-22,165,894	-12,640,784

General Fund Capital Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Capital Financing Provision	-1,321,306	-823,030	-793,847
Capital Receipts	-2,911,723	-1,731,037	-665,221
Grants & Contributions Unapplied	-4,565,755	-5,500,846	-6,400,846
Total General Fund Capital Reserves	-8,798,784	-8,054,913	-7,859,914

Ring-Fenced Reserves	Balance as at 31st March 2018	Estimated Balance at 31st March 2019	Estimated Balance at 31st March 2020
Manorfield Crematorium	-140,215	-140,215	-140,215
Total Ring-Fenced Reserves	-140,215	-140,215	-140,215

Total Reserves	-30,728,510	-30,361,022	-20,640,913
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London Borough of Havering